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ARMY INFORMATION DIGEST

Dignity of the Soldier

General Omar N. Bradley

Integration Finale

The Band Plays On

The Long Pull for Peace

Building the Unified Team

Armed Forces of the Philippines

REVIEWS--DEPARTMENTS--DIGESTS

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THE ARMY INFORMATION DIGEST

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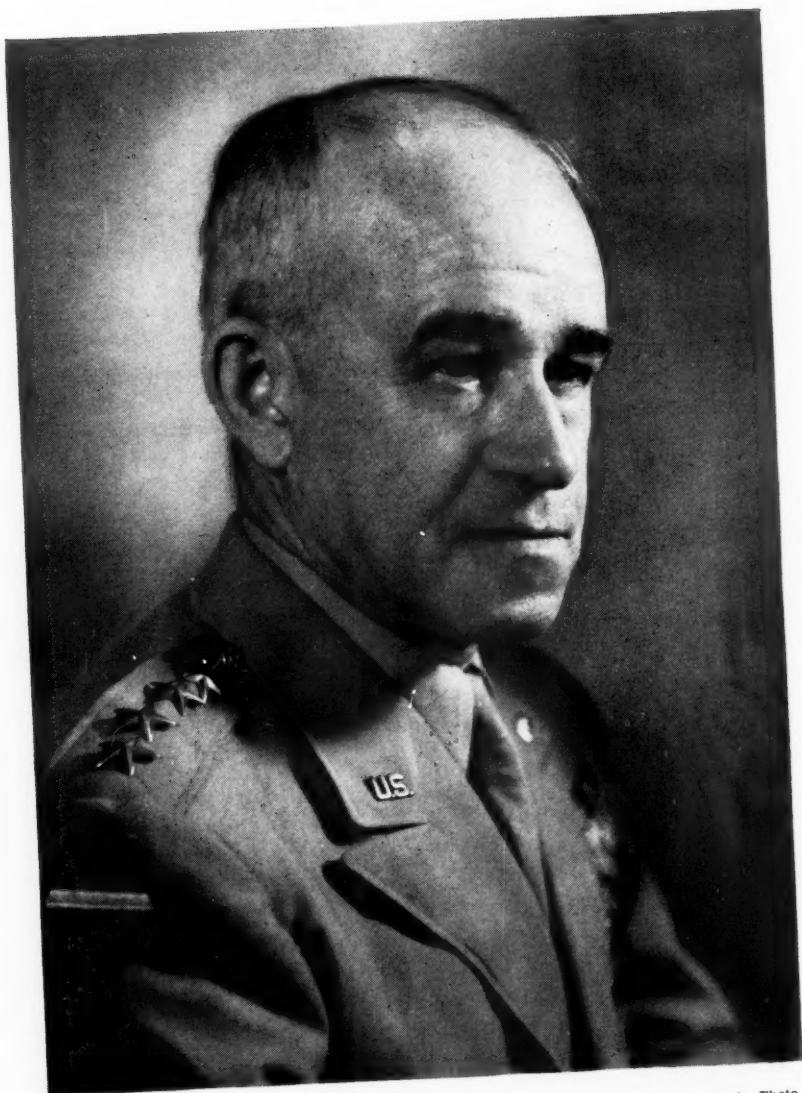
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Fabian-Bachrach Photo

GENERAL OMAR N. BRADLEY

DIGNITY OF THE SOLDIER

By

GENERAL OMAR N. BRADLEY

Chief of Staff, United States Army

BECAUSE the Armed Forces stand as a traditional symbol of authority, they have sometimes been strenuously abused as a sleeping threat to our own civil liberties. No nation has so strongly resisted the military "influence" of its armed forces as have the American people. Not because we have loved freedom more, but because the Armed Forces—like the Nation—are made up of men who prize their personal liberties and who would jealously safeguard their human rights.

Like all other agencies of the Federal Government, the Armed Forces are constantly subject to the dictates of the American people through Congress and through their elected civilian Commander in Chief. In my own experience as a civilian official, I found that civilian service differs from our military system principally in the greater liberality of its rewards. I question whether any civilian agency of Government can match the earnest devotion that men in the Armed Forces have applied to their duty. And I question whether any civilian agency has offered more faithful stewardship to the American people with sparser remuneration and scantier thanks.

From time to time, the American people are still treated to public revilement of what has been tagged the "military mind." While the Army has endured its share of the incompetents who mask their ignorance behind rank, it has likewise produced men of tolerance and good will, men with vision and love for their country, men with an understanding of the human freedoms that have made this country great.

If soldiers are to be stamped by their uniform into the intolerant mould that categorizes the "military mind," they shall be forced to endure the humiliation inflicted on any minority group where the shortcomings of single individuals are vindictively ascribed to the group.

It is this sense of discrimination, as much as the arbitrary exercise of power by unconscionable military men, that has

Extracted from an address before the American Jewish Committee.

deterred thousands of prospective young officers from making a peacetime career of the service.

If the Army is to recruit men voluntarily, it must offer them the widest possible exercise of their personal freedoms within the limits of authority required for the performance of their mission. We cannot induce men to become soldiers if in the process they are divested of their dignity and human rights. We cannot permit the pampered exercise of prerogatives by some men to the discomfiture and humiliation of others. And we must narrow down the disparity in human rights between civilian employment and an Army career to as thin a distinction as need be made.

Our free democratic traditions of equal opportunity, civil rights, and the freedom of the individual to assert himself against institutions are too strongly implanted in our young men to warrant anything but a democratic Army. And while greater control is required in the Armed Forces than in other fields of employment, I believe this authority can be exercised fairly, intelligently, and judiciously without impairing a man's basic human rights.

Our best chance for the realization of an Army that will mirror this tradition in human rights, lies in the recruitment of officers and men whose intelligence and integrity assure respect for the dignity of the men with whom they work. Yet to attract these officers and men, we must be able to offer them the emoluments, opportunities, and privileges they would have in civilian life.

AID

HIGH CALIBER PERFORMANCE

It is to the credit of our troops, wherever they are, that they are doing such a good job while they are so short-handed.

Undoubtedly, part of the explanation of how and why we are able to do our job lies in the caliber of the men and officers now making the Army their career. More than one third of the enlisted men coming in are potential officer material. Never before in the history of any country has there been so large a volunteer Army or one with so high a standard. Since this is really a technological age, the men now signing up for the Regular Army are better fitted for it and offer our country better protection, man for man and dollar for dollar, than it has ever had before.

LIEUTENANT GENERAL WILLARD S. PAUL

THE ARMED FORCES OF THE PHILIPPINES

By

LIEUTENANT COLONEL WILLIAM L. OSBORNE

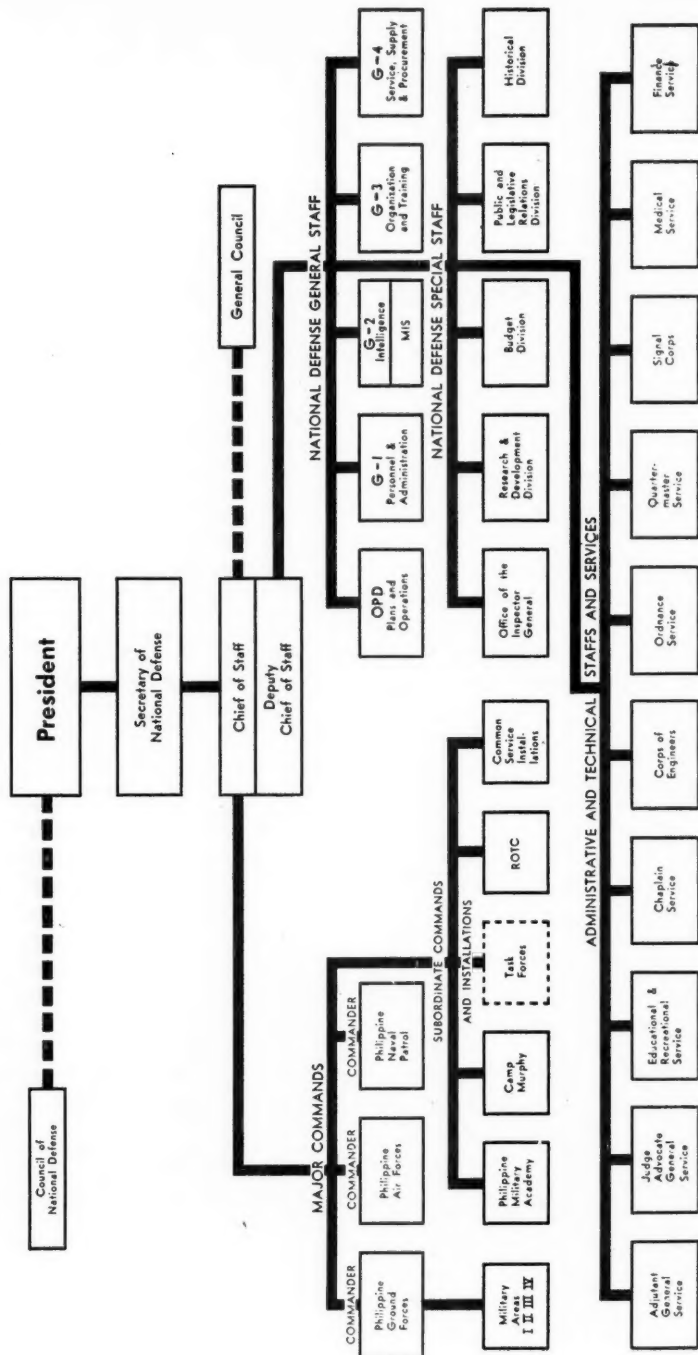
ONLY one government in the world today possesses armed forces which are patterned almost entirely after those of the United States—the young Republic of the Philippines.

This is a natural development. For almost fifty years, the United States Army has played an active role in our efforts to promote the welfare and development of the Islands—first through the old Constabulary, organized in 1903 and officered and trained for many years by the U. S. Army; later through the Philippine Army, organized in 1936 under the Commonwealth Government and supervised and trained by General MacArthur; and more recently through the Armed Forces of the Philippines, organized shortly after the Islands acquired their independence. Since March 1947 the new Armed Forces have been assisted in their training and development, and in their procurement of supplies and equipment, by the Joint United States Military Advisory Group, and by Headquarters, Philippines-Ryukyus Command.

After several months of planning by staff members of the Armed Forces of the Philippines, assisted by members of the Joint United States Military Advisory Group, the details of reorganization were implemented by Executive Order Number 94, issued by President Roxas. By reorganization, the Armed Forces of the Philippines have achieved true unification. The three major components are the Philippine Ground Forces, the

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Organization of the Armed Forces of the Philippines



Philippine Air Forces, and the Philippine Naval Patrol. All are responsible to the Chief of Staff of the Armed Forces through their respective commanders. The Chief of Staff is responsible to the Secretary of National Defense and to the President as Commander in Chief.

A General Council, consisting of members of the General Staff and the commanders of the Major Commands, was created to advise the Chief of Staff on matters pertaining to the Armed Forces and on long-range planning. The Chief of Staff is assisted by a Deputy, who exercises general supervision over the General and Special Staffs and the Administrative and Technical Staffs and Services. The National Defense General Staff is organized into five divisions: Plans and Operations; Personnel and Administration (G-1); Intelligence (G-2); Organization and Training (G-3); and Service, Supply and Procurement (G-4). Personnel of the General Staff are to be representative of the Ground, Air, and Naval Forces.

The National Defense Special Staff consists of the Office of the Inspector General, the Research and Development Division, the Budget Division, the Public and Legislative Relations Division, and the Historical Division. The Administrative and Technical Staffs and Services consist of: Adjutant General Service;



PA Signal Corps Photo

Major General Rafael Jalandoni
Chief of Staff, Armed Forces of the Philippines.



PA Signal Corps Photo

Inspection in ranks, Philippine Military Academy.

Judge Advocate General Service; Educational and Recreational Service; Chaplain Service; Corps of Engineers; Ordnance Service; Quartermaster Service; Signal (Corps) Service; Medical Service; and Finance Service.

The executive order abolished the former ten military districts and created four military areas, one for Northern Luzon, one for Southern Luzon, one for the Visayan Islands, and one for Mindanao. These military area commands can be readily transformed into corps or separate division commands in time of emergency. Their primary peacetime function is to aid in recruiting men for the Universal Military Training program, which will begin with the initial training of 3000 men in the summer of 1948. All training will be centralized at Floridablanca, Pampanga.

All new members (Reservists) of the Armed Forces, regardless of their eventual assignment to ground, air, or naval commands, will undergo training with the Ground Forces.

The overall strength of the Armed Forces is approximately 24,000. This figure, however, will vary from time to time as the Armed Forces undergo further reorganization. The strength of the Air Force is 1700, and the Naval Patrol 1411. The three major components are organized along traditional United States Armed Forces lines, except for certain modifications necessitated by natural terrain features and the reduced size of the Philippine forces.

The organization of the supply services generally parallels that of the United States Army. Procedures similar to ours have been adopted, modified as necessary by the peculiar conditions which are found in the Philippines. Practically all arms, equipment, and supplies presently in use by the Philippine Armed Forces are of United States origin and were made available from United States surplus stocks. Sufficient stocks either are on hand or will be made available initially to equip the Philippine Armed Forces, including the Reserve units.

Policies on the promotion and integration of Reserve officers currently are being revised. In general, they will follow the pattern of those of the United States Armed Forces. The procurement of Regular officers, other than by integration of Reserve officers, is from graduates of the Philippine Military Academy. The Academy, located in Baguio, was opened in 1936. Closed during the Japanese occupation, it was reopened shortly after liberation. A committee of former faculty members visited the United States Military Academy, the United States Naval Academy, the Coast Guard Academy, Virginia Military Institute, and Columbia University, to observe teaching techniques and methods. The curriculum and schedules closely follow those of the United States Military Academy. There



PA Signal Corps Photo

Servicing some of the AFP's up-to-date communications equipment.

is only one class of 75 cadets now in attendance. However, a new class of 75 will begin in June 1948, and there will be one class each year thereafter. New Regular officers for the Philippine Air Force and for the Philippine Naval Patrol are selected from graduates of the Military Academy and are then given specialized training by their own force.

Under the reorganization of the Armed Forces, the former Military Police Command was transferred to the Department of the Interior and redesignated the Philippine Constabulary. Its mission is the enforcement of law and order. Although the Constabulary will not be a military organization, it will work closely with and receive logistic support from the Armed Forces. Members of the Constabulary will be part of the Reserve Force of the Armed Forces.

Base pay of officers and enlisted men is as follows:

<i>Rank</i>	<i>Base Pay Per Year</i>
Major General (CofS)	12,000 pesos
Major General	10,000 pesos
Brigadier General	8,400 pesos
Colonel	6,600 pesos
Lieutenant Colonel	5,400 pesos
Major	4,800 pesos
Captain	3,960 pesos
First Lieutenant	2,720 pesos
Second Lieutenant	2,160 pesos

<i>Grade</i>	<i>Base Pay Per Month</i>
Master Sergeant	115 pesos
First Sergeant	95 pesos
Technical Sergeant	95 pesos
Staff Sergeant	75 pesos
Sergeant	65 pesos
Corporal	55 pesos
Private First Class	45 pesos
Private	40 pesos

The ROTC program is in full swing throughout the Islands, with 34 senior units having a total strength of 18,000. Units include Infantry, Field Artillery, Engineer, Medical, and Signal Corps trainees. An eight-week camp is held each summer. The program is under the direct supervision of the Chief of Staff of the Armed Forces of the Philippines.

In addition to the 34 senior units in the colleges, all high schools in the Islands are required by Philippine law to conduct preparatory military training (junior ROTC).

An interesting sidelight on American influence is shown in

the language of the Armed Forces. Although Tagalog is the official language of the Republic of the Philippines, all Philippine Armed Forces orders, correspondence, and bulletins are in English. English is the common language among officers, although Tagalog and other dialects are used at times when giving verbal instructions to enlisted men.

In the short time that the Philippine Armed Forces have been organized, considerable progress has been made toward creating a small but well integrated and effective military organization, although budgetary limitations may restrict the overall effectiveness for some time to come.



PA Signal Corps Photo

A Philippine Army mortar squad assigned to the Military Police Command in the field. The Military Police Command recently was reorganized as the Philippine Constabulary and was separated from the Army.

BUILDING THE UNIFIED TEAM

By

MAJOR ROBERT B. MCBANE

AT NOON on 17 September 1947, The Honorable James Forrestal was sworn in as the first Secretary of Defense; and the National Security Act of 1947 became effective at midnight. The Act provided for coordinated and unified direction of the Army, Navy, and Air Force. It abolished two cabinet posts and created a new one—the first since the Department of Labor was established in 1913.

In addition to the problem of staffing and organizing the new National Military Establishment, the Secretary of Defense had to wrestle with the tasks of establishing the Air Force as a separate entity; organizing the boards and agencies placed under his control by the Act; establishing working arrangements with other boards and agencies; and pulling together into a unified team the armed services and all other elements concerned with national defense.

As Under Secretary, then as Secretary of the Navy, from 1940 until the date of his new assignment, Mr. Forrestal had gained a reputation for efficient, economical management. One of his greatest contributions had been ironing out procurement problems with industry. Considering the nature of the tasks created by the National Security Act, his knack for reconciling opposing factions and effecting compromises added greatly to his other qualifications. One of his famous and often-repeated remarks is: "The removal of human frictions is 90 per cent of business and 99 per cent of government."

Within minutes after he was sworn in, Secretary Forrestal announced the appointment of four of the five members of his present immediate staff. In practically the same breath, he called to order a meeting of those four, the Secretaries and

MAJOR ROBERT B. MCBANE, AGD, is Associate Editor of THE DIGEST.

military Chiefs of the three services, and other key persons present for the ceremony, "to discuss some of the immediate problems." The meeting adjourned an hour or so later, with considerable meeting of minds and enough work outlined to stagger a battalion of assistants. Events have moved at the same pace ever since.

It is accepted around The Pentagon now that the lights are seldom out in the Mall entrance area, where the offices of the Secretary of Defense are located. Twelve-hour days and seven-day weeks have been standing operating procedure among top assistants and office heads during these first six months. Yet no one has been ordered to work overtime. As nearly as any of them can define it, the long hours have resulted from a tremendous work load, a deep enthusiasm which pervades the organization, and the example set by superiors working overtime—all the way up to the Secretary himself. Some officials have not taken off a single full day since the office opened in September.

The new Secretary was sworn in at his Navy Department offices on Wednesday and moved into his Pentagon offices the following Monday. He took with him about 30 members of his Navy Department staff, mostly civilian clerical workers, in order to start his new job with as little confusion and loss of efficiency as possible. Within a month or so, the mechanics of setting up the new organization were completed and most of the key personnel were appointed. The office staff, at that time, consisted of 90 civilian and 16 military personnel. Meanwhile, the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board had been set up within the new organization, as provided by the National Security Act. Chairmen of the two boards had been sworn in and had started organizing their groups before the end of September. The Secretary of Defense not only supervises these boards but also is Chairman of the War Council, consisting of the three service Secretaries and military Chiefs. The first meeting was held on the day he moved into The Pentagon. The official seal of the National Military Establishment, and the flag of the Secretary of Defense, were approved by the President on 8 October (See ARMY INFORMATION DIGEST, December 1947).

The Office of the Secretary of Defense is organized approximately as shown on the following chart. The immediate office, consisting of the Secretary, his aide, a public relations assistant, and three special assistants, plus staff and clerical per-

sonnel, totals 62—41 civilians, 10 officers, and 11 enlisted men. Below them, in the operating divisions, are an additional 128 people—122 civilians and 6 officers. Of these, 70 are in the Office of Administrative Services, which does the housekeeping (payrolls, accounting, travel, employment, placement, space, and so on) for the Office of the Secretary of Defense, the Joint Chiefs of Staff (including the Joint Staff), the Munitions Board, and the Research and Development Board.

Personnel of the other elements of the National Military Establishment total 765, as follows: Joint Chiefs of Staff, including the Joint Staff—178 civilians, 185 officers, 41 enlisted men; Munitions Board—117 civilians, 31 officers; Research and Development Board—173 civilians (not including 128 consulting scientists who work on a part-time basis), 40 officers.

Eventually, each of the seven operating divisions shown on the chart will have a civilian chief with broad responsibilities. At present, only two are so headed—the Office of Financial Policy and Procedure, and the Office of Administrative Services. The others currently are being run by the Special Assistants, in addition to their other duties. Throughout the organization, the accent is on youth. The Secretary is only 56. The ages of the three Special Assistants are 33, 37, and 47. The two divisional heads thus far appointed are 34 and 44. Nearly all of the key men have had military or Government service experience, or both.

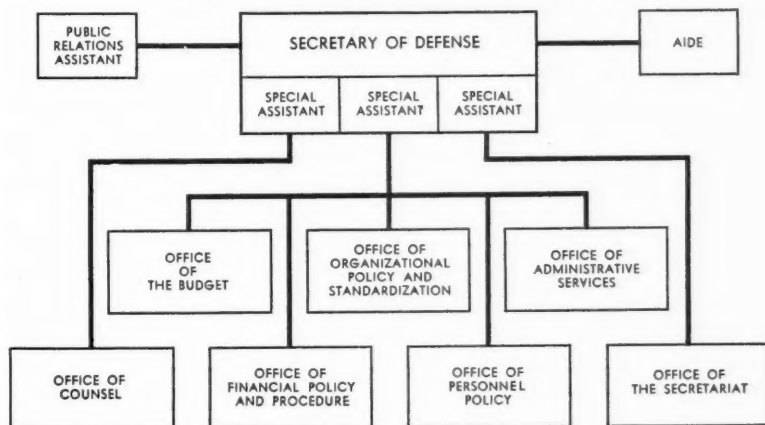
Meetings and conferences consume most of the Secretary's time. He is a member of the National Security Council and the National Security Resources Board, higher agencies created by the National Security Act. The War Council, of which he is chairman, meets at least once every two weeks; and he frequently sits in at sessions of the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board. He meets weekly with his Public Relations Advisory Council (Information Chiefs of the three services, plus his own staff); and at least every two weeks he calls together the "Committee of Four," comprising himself and the three service Secretaries. Special conferences frequently are necessary; and there is an endless succession of meetings with industrial and business leaders. In addition, of course, he attends the weekly meetings of the President's Cabinet. The Secretary lunches in the dining room adjoining his office, and combines lunch with business by inviting officials to talk shop over the meal. Dinner, too, usually is combined with business.

Miscellaneous activities to be squeezed into the schedule include the many social obligations of high Washington officials; speaking engagements, although he usually tries to avoid them; and out-of-town trips required by the job. He tries to get a stiff workout at his club for an hour every day, and is probably more fit physically than any top official in Washington. In December he made his first field inspection of military installations, visiting Air Force bases in Florida and Alabama; and he wants to do more of this. His greatest complaint about the life of a Government executive is that he has to see so many people that he has too little time left for detached thinking.

From the beginning, Secretary Forrestal has refused to predict what would be accomplished, saying that results would be announced when they were achieved. He looks upon the three service Secretaries as associates, rather than subordinates, and desires that they work out inter-service problems among themselves, so far as possible. Among his basic administrative principles are: economy of personnel; delegation of responsibility to a few key assistants; threshing out problems over conference tables; and seeking the advice of prominent businessmen and industrialists.

"Sound decisions are arrived at by discussion and not by unilateral genius," Secretary Forrestal has said. "I have yet

ORGANIZATION OF THE OFFICE OF THE SECRETARY OF DEFENSE



to see success for the latter in any field in which I have participated, whether it be business, war, or government, and I am deeply suspicious of people who think they are geniuses. What is important is that decisions, once arrived at after canvass by many minds and after exhaustive consideration of all alternatives, be carried out with vigor."

The first reorganization order was issued nine days after the new Secretary took office. It concerned the transfer of functions, personnel, units, and property to the newly-created Department of the Air Force. Since then, six more transfer orders have been issued, spelling out further the separation of Army and Air Force operations. Generally, they have followed the line of the Army-Air Force Agreements presented to the Secretary of Defense in September (See ARMY INFORMATION DIGEST, November 1947).

Other major steps include:

(1) A consistent public relations policy for the three services. A directive of 10 October emphasized the responsibility of the Armed Forces for achieving the widest public understanding of their missions and operations. The Secretary directed that inter-service controversies would be avoided. Security classifications would be reviewed periodically, and information no longer requiring classification would be released. The public information activities of the Departments would continue to be responsibilities of the Secretaries; no separate public relations division would be established in the Office of the Secretary of Defense. The three military chiefs of public information would constitute an advisory board to the Secretary of Defense. The 10 October directive also provided that speeches or statements on controversial subjects by the civilian and military chiefs of the three Departments would be cleared with the Office of the Secretary of Defense; but this was not implemented until 4 February 1948. The Secretary has a public relations assistant; and his office includes one senior liaison officer from each of the three services.

(2) Coordinated procurement among the three military Departments. This was one of the major objectives of the National Security Act; and progress was announced as early as 31 October. The policy, in brief, is to give one Department purchase responsibilities, in certain fields, for all three Departments. As an example, it was estimated that \$100,000 would be saved in one year by the Navy purchasing \$5,000,000 worth

of coal for all three services. Among the first items on which single Department purchasing was arranged were foodstuffs, Army; coal, Navy; photographic equipment, Air Force. More than half of the equipment and supplies purchased by the armed services in fiscal year 1948 are now under single service purchase agreements; and most of the remainder are under collaborative purchase organizations. A necessary first step was to obtain maximum uniformity in procurement procedures. This started with the issuance, in November, of consistent procurement regulations for the Army, Navy, and Air Force. Similar problems under study by inter-departmental committees include closer coordination in inspection of materials, issuance of joint specifications, and development of a uniform system of cataloging and item identification.

Because of the particular importance of petroleum products to all the services, the Secretary established in February the Armed Services Petroleum Purchasing Agency, to buy all petroleum and petroleum products for the Armed Forces. The Agency has three members—the Quartermaster General of the Army; the Chief of the Bureau of Supplies and Accounts of the Navy; and the Director of Maintenance, Supplies, and Services of the Air Force, each of whom will serve as chairman for a two-year term. In addition, there is an executive officer, selected from the three services in rotation for a two-year term, who supervises personnel, records, and facilities of the Agency and generally conducts its business. At the same time, the Secretary reconstituted the Army-Navy Petroleum Board as the Armed Services Petroleum Board to plan, coordinate needs, and establish priorities. It has six members, including the three members of the Petroleum Purchasing Agency plus three other senior officers from the services. It has a dual responsibility—to the Secretaries of the three military services; and to the Joint Chiefs of Staff, Munitions Board, and Research and Development Board.

(3) Unified field commands, similar to those in Europe and the Far East. The first of these was established in the Caribbean area on 1 November, replacing the former Panama Canal and Antilles Departments. Subsequently, unified commands were set up in the Pacific (replacing the Hawaiian Department), in Alaska, and in the Atlantic. Each has a Commander-in-Chief from one of the three services. Unified commands operate directly under the Joint Chiefs of Staff.

(4) Coordination of recommendations on legislation. Early in November, the three services were directed to coordinate among themselves all recommendations on proposed or pending legislation. If the services are unable to accomplish cross-coordination, the Secretary of Defense will resolve the points of difference. This applies to all legislative matters except appropriations, which in all cases are coordinated by the Office of the Secretary of Defense.

(5) Consolidation of Navy and Air Force air transport services. In February, the Secretary announced a plan for a Military Air Transport Service (MATS) under the Air Force, combining the personnel, property, and facilities of the Naval Air Transport Service and the Air Transport Service of the Air Force. Its mission is to establish, maintain, and operate substantially all scheduled air transport required by the Armed Forces and the National Military Establishment, as well as a large proportion of the non-scheduled air transport. In November, the Secretary had issued an order establishing a joint policy for the Armed Forces on authorization of transportation by military and naval aircraft.

The Secretary of Defense also has appointed a number of boards and committees to study and recommend further unification of service activities:

(1) Committee on Civilian Components (Gray Board). This inter-service committee was appointed by the Secretary in November to study problems involving the several reserve components. These include the National Guard, Organized Reserve Corps, and ROTC of the Army and Air Force; the Naval Reserve and ROTC; the Marine Corps Reserve; and the Coast Guard Reserve. The Committee includes the Assistant Secretaries of the Army, the Navy, and the Air Force, and a senior officer from each of the three services. The Honorable Gordon Gray, Assistant Secretary of the Army, is Chairman.

The Committee was directed to develop a rounded and uniform reserve program which would be fully integrated with the national security program as a whole and which would take into account probable developments in the character of warfare, the mobilization requirements of each of the services, and the availability of manpower for distribution among all reserve components. It is considering disparities and inequities among the various components and the possibility of developing uniform policies on such matters as promotions, pay and emoluments, retirement benefits and insurance, procurement of per-

sonnel, interchange of personnel among the components, and joint training. It also is investigating methods of attaining the most economical use of facilities, installations, equipment, and training personnel—by joint utilization or otherwise.

(2) Advisory Commission on Service Pay (Hook Commission). In December, the Secretary appointed this committee of eminent civilians to make a thorough study of the pay structure and pay schedules of the Armed Forces, the Coast Guard, the Coast and Geodetic Survey, and of the medical and dental officers of the Public Health Service. The Chairman is Mr. Charles R. Hook, President of the American Rolling Mill Company. Other members are the Reverend John J. Cavanaugh, President of Notre Dame University; Mr. Keith S. McHugh, Vice President of the American Telephone and Telegraph Company; and Mr. Lawrence H. Whiting, President of Whiting and Company and of the American Furniture Mart Building Company.

The Commission is studying the adequacy of service pay, as well as the soundness of general pay structures and principles. The last thorough review of service pay schedules was undertaken almost 40 years ago. Since then there have been not only major changes in the cost of living, but the Armed Forces have undergone radical changes, resulting in a much greater need for technicians and specialists. Pointing to these factors, the Secretary asked the Commission to advise him on a more realistic pay system, and to recommend specific pay schedules that would attract and retain the caliber of men needed by modern armed forces. The Commission does not expect to present its findings for several months. It is studying a comprehensive report recently completed by a joint armed services committee, along with confidential wage survey studies from private industry and actuarial studies on retirement pay.

(3) Committee on Medical and Hospital Services of the Armed Forces (Hawley Committee). This committee, also appointed in December, is making a broad and comprehensive study with a view to obtaining the maximum degree of coordination, efficiency, and economy in the operation of the medical services of the Armed Forces. It is headed by Dr. Paul R. Hawley, formerly Chief Medical Director of the Veterans Administration, and includes the chief medical officer of each of the three services. It is particularly interested in the possibility of combining hospital, research, training, and other medical facilities of the three services, along with the development

of common standards, practices, and procedures. The Committee made a two-week tour of medical installations throughout the country, as background for study and recommendations.

(4) **Interdepartmental Space Board.** This was established in December to study the problems of efficient and coordinated use of space by the Army, Navy, and Air Force in Washington and elsewhere. It comprises one representative each from the Office of the Secretary of Defense and the three military Departments. Specific objectives are: rapid release of leased space; joint use of space by the military Departments; and release by the military of excess Government-owned space to other Government departments.

Late in February, the Secretary appointed a deputy in atomic energy matters; and in March he appointed the director of a unit to be established under his office to plan a comprehensive civil defense organization and program, including plans for the structure of a permanent civil defense agency, and the preparation of legislation to establish such an agency. This was recommended in the report of the War Department Civil Defense Board (Bull Board), made public in February 1948, after review by the three military Departments and by the War Council.

A number of committees have been set up under the Munitions Board and the Research and Development Board to study specific problems, with a similar aim—the consolidation and unification of service activities. One of the broadest of these is the Committee on Facilities and Services, which was established under the Munitions Board in January to study means of achieving greater economy and efficiency through consolidation and common use by the three military services of post exchanges, theaters, clubs, laundries, bakeries, and so on. The Committee is headed by the Chairman of the Munitions Board and also includes the Director of Logistics (Army); the Deputy Chief of Naval Operations, Logistics; and the Deputy Chief of Staff, Materiel (Air Force).

Altogether, more than 13 joint committees have been set up under the Joint Chiefs of Staff, nearly 50 under the Munitions Board, and 10 under the Research and Development Board. All are concerned, in one way or another, with achieving greater coordination, efficiency, and economy in the operations of the three armed services and the National Military Establishment as a whole.

A CONCEPT OF ARCTIC WARFARE

By

HANSON W. BALDWIN

A POTENTIALLY dangerous over-emphasis on techniques of military operations in sub-zero temperatures and frigid zones has been revealed by Exercise Snowdrop, the airborne training exercise recently concluded at Pine Camp, New York.

Senior as well as many junior military leaders believe this exercise, in addition to recent experiences in Alaskan and other cold-weather tests, has shown the extreme and almost insurmountable difficulty of conducting large-scale military operations by surface units in the Arctic or sub-Arctic zone.

General Jacob L. Devers, Army Ground Forces Commander, who witnessed the Pine Camp and Alaskan exercises, pointed out in a recent interview that so much of the soldier's time was spent in sub-zero temperatures in a fight for survival that he had little time to combat the enemy.

Other observers agree that major Arctic or transpolar operations by ground forces—or, for that matter, during the next decade by air forces—are virtually impossible. They add, however, that Exercise Snowdrop at Pine Camp and Exercise Yukon, being conducted in Alaska this winter, have clearly demonstrated the feasibility of small-scale, limited military operations over snow-covered terrain and in conditions of extreme cold. They believe, too, that these and other cold-weather experiences have demonstrated the practicability of utilizing any ground troops—with some prior indoctrination—in Arctic work, instead of earmarking highly trained specialized units.

Since the war, the Arctic "frontier" has been stressed re-

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peatedly, chiefly because Air Force influence and major emphasis, in testing, training, and development, has been placed upon military operations in snow and extreme cold. To some extent this was justified, and the high-level directives that ordered it generally set the problem in proper perspective. But much of the Army has seized eagerly upon the problems of winter war, and it has been unduly emphasized. This is now realized.

General Devers and other leaders agree that the Arctic or sub-Arctic is never likely to be a major theater for ground troops. Air bases, radar and weather stations, and communications posts are essential and, in time, will be scattered through the Arctic regions.

Distances across the Arctic from American bases to certain points in Eurasia are shorter than the routes across the seas, so that, in time, when planes with ranges enough for two-way transpolar flights and capable of carrying atomic bombs are available, the Arctic will assume considerable actual—instead of its present potential—significance as an important air theater.

But even so, it is unlikely that great masses of planes can be based in the Arctic or can be used in transpolar warfare. For in many cases the distances by way of the Arctic route are not short enough to compensate for the disadvantages of using it; and, moreover, the most important centers of world population and industry lie in the temperate zones clustered near the world's seacoasts. The shortest routes from continent to continent between these centers lie chiefly across the seas—not over the Arctic. The difficulties of supplying and maintaining large air forces in the Arctic are considerable, and weather is a great problem. It will be a long time, therefore, if ever, before major air forces are based on, or utilize, the Arctic.

Ground forces, however, will be needed for Arctic work to defend such bases as air power does maintain there, and to help eliminate any weather, radar, or air bases an enemy might try to establish. Our recent cold-weather tests indicate that the ground forces that can be usefully employed in the Arctic are likely to be small units, chiefly base troops and airborne outfits. No more than a battalion might be employed in defense of any one area. Small-scale operations against an enemy radar station might be conducted by an airborne company or even a platoon, backed up from the air.

The fundamental objective always will be shelter. If the enemy's shelter can be destroyed in the Arctic he must sur-

render or freeze. The operations will be sporadic and short—in the nature of quick, hit-and-run extermination raids. It will be futile and unnecessary to pin down masses of ground troops in defensive operations.

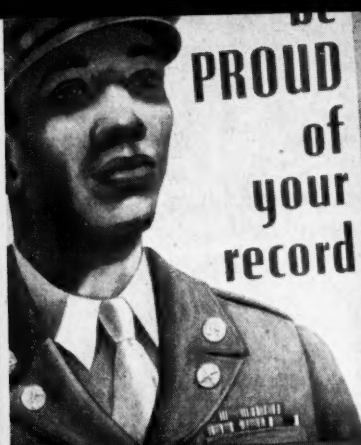
How many ground troops can thus be usefully employed in the Arctic only the future can tell. Many officers are thinking now in terms of a reinforced corps as the maximum useful force. If this yardstick is correct, Arctic warfare would require only a fraction of the Nation's military effort, and our major operations would be conducted in other theaters and other climates. For this reason, the reorientation that is taking place as a result of Exercise Snowdrop and other cold-weather maneuvers is having a slow but definite effect upon our strategical concepts.

We must look to the South and East and West as well as to the North. Desert tests and temperate-zone operations will be of more importance to us in the foreseeable future than Arctic operations.

We are making definite progress, and many useful devices—weapons, equipment, and clothing—are in process of development. But hundreds of problems of food, of clothing, of shelter, and of equipment remain unsolved, or only partially solved.

The airborne troops that participated in Exercise Snowdrop, for instance, found—as other troops in Alaska found before them—that shelter must be available quickly, that men are not capable of operating more than a few hours or days after they parachute from the skies into sub-zero cold, unless shelter can be provided. This means that Janeway shelters, mountain tents, Quonset huts, stoves, and other bulky equipment must come down from the skies in gliders or parachutes soon after the first landing, if only to provide shelter for the wounded and frostbitten. If such shelter is not provided, the men can still operate for short periods with bedding rolls, small mountain tents, shelter halves, and by building lean-tos or snow and ice houses; but the casualties will mount rapidly.

Clothing is another problem which has not been satisfactorily solved. The footgear is good, and the mountain and ski boots—which weight five and a half pounds—keep the men's feet pretty warm in temperatures down to 20 below. In more extreme cold, mukluks, or felt boots—big and cumbersome—must be worn and it is difficult to fit them adequately to skis.



BE
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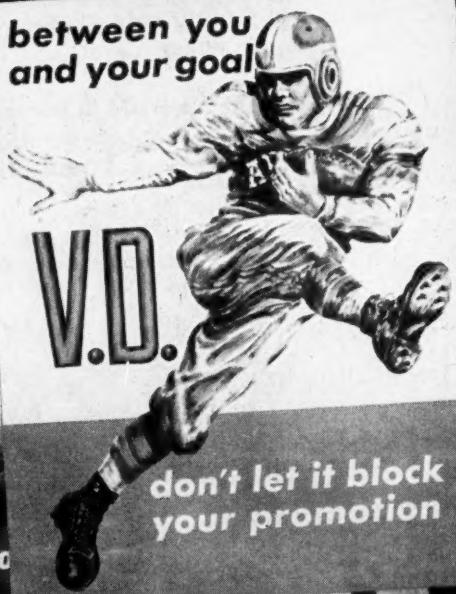
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AVOID V.D.

Don't risk your
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Don't leave yourself
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REAL DISEASE IS STILL EASIER
TO PREVENT THAN TO CURE



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VOID EXPOSURE

VD SINCE VE DAY

By

LIEUTENANT JOHN G. MORRIS

IN peace as well as in war, the crippling inroads of venereal diseases can hamper the Army's efficiency. When this occurs, the unit commander loses the services of the infected man; medical personnel are needed to treat him; and the personnel officer must furnish a replacement from depleted manpower reserves. In coping with the problem, the chaplain, the special services officer, the public information officer, the provost marshal, and the inspector general bring their resources to bear—and the commander, in each echelon, faces one more problem of leadership.

After the war, the occupation of conquered countries brought a sharp rise in VD rates. Social demoralization and economic disruption in the occupied countries; the lower average age and the relative inexperience of new troops; and the comparative wealth of soldiers who had food and clothing to offer and money to spend were influential factors in the upward trend.

The ascending chart line, showing the rising incidence of VD, was a telltale danger signal, made more striking by the fact that it followed a period in which the Army had experienced the lowest VD rates in its history. By 1946, both civilian and military rates had risen higher than at any time since 1940.

Army leaders marshalled forces to counter the trend. A Venereal Disease Control Council was set up in the War Department in December 1946. The Director, Personnel and Administration Division, was designated chairman. Members include the Surgeon General, the Chief of Chaplains, the Chief of Special Services, the Chief, Public Information Division, the Provost Marshal General, the Inspector General, and representatives of the Secretary of the Army and the Chief, Army Field Forces. Similar councils, meeting at monthly intervals,

FIRST LIEUTENANT JOHN G. MORRIS, Inf., is on the editorial staff of the ARMY INFORMATION DIGEST.

were created in each echelon of the Army down to post, camp, and station level. Following many of the recommendations submitted by lower echelon councils, the Staff Council, meeting quarterly since January 1947, studied the problem on an Army-wide basis. A control program, employing a wholly new strategy of approach, was inaugurated. The results are replete with dramatic contrast.

From January 1947 to January 1948, the Army-wide VD rate declined approximately 40 per cent. In the Army's Universal Military Training Experimental Unit, at Fort Knox, the new approach in VD control received considerable emphasis. A comparison of the last two months of 1946 with the same period in 1947, for both UMT trainees and Fort Knox personnel, shows the decline clearly:

VD RATES—FORT KNOX, KENTUCKY

<i>Period</i>	<i>All Personnel (App. 19,000)</i>	<i>UMT Trainees (App. 600)</i>
5 wks ending 30 Nov 46	0.11 per cent	0.00 per cent
4 wks ending 28 Nov 47	0.05 per cent	0.08 per cent*
4 wks ending 28 Dec 46	0.12 per cent	0.00 per cent
4 wks ending 26 Dec 47	0.05 per cent	0.00 per cent

* Based on two cases of admission for treatment. Major General John M. Devine, former Commanding General of the UMT Experimental Unit, recently pointed out that of the first 1300 men who had completed training, only five had contracted VD. Of these, two were married men.

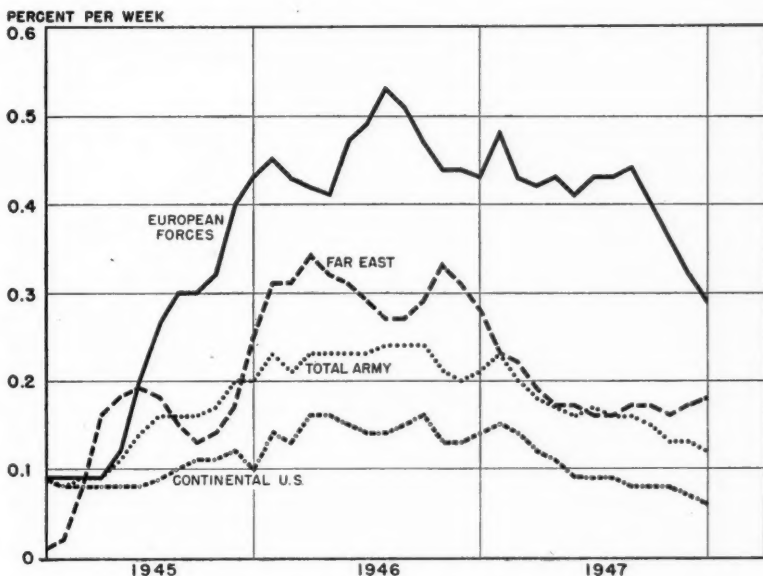
A constructive approach to VD control accounts in large measure for the success achieved thus far. The procedure adopted is based upon moral education rather than mechanical prevention. The new approach emphasizes self-discipline and continence as methods of avoiding infection. If the sources of infection are avoided, the cure is unnecessary. Continence is stressed as the only logical, moral, psychologically and physically sound basis for the prevention of venereal diseases.

Driving home this training doctrine, the Army has recalled all VD lecture films that were used during the war and is replacing them with a series of films on the new approach. "The Miracle of Living," first of the new series, has received high praise from church, medical, and women's groups. The film dramatizes the theme that each person must develop within himself self-control and moral responsibility—principles which tend to insure personal happiness, the sanctity of marriage, and the security of the home.

Chaplains and medical officers alike are taking positive steps

to counteract the erroneous notions prevalent among a large proportion of young men entering Army service—the belief, for example, that sexual promiscuity is a token of personal prowess, to be boasted of as an indication of lusty manhood. Army authorities are quick to point out that such false standards are debilitating, morally and physically. By underscoring the advantages of continence, the Army overcomes the fear of derision by one's fellows that may lead impressionable youths into paths of promiscuity and moral delinquency. As part of the indoctrination program of the Army Venereal Disease Control Council, posters, training films, and lectures convey the message that the so-called miracle drugs—penicillin and the sulfonamides—do not work in every case. The widespread illusion that such drugs provide infallible cures “almost overnight” is countered by a presentation of medical facts, designed to set straight any blind faith in wonder-working drugs. Often this information has the effect of deterring an offender not readily moved by the Army's appeal to his higher moral sense.

For the inveterate backslider, disciplinary measures have been strengthened. Under new regulations, commanders have been



Per cent of command admitted during average week for treatment of previously unreported cases of VD acquired after entry into the service.

directed to consider for separation from the service offenders—enlisted men, noncommissioned officers, and officers alike—who set bad examples of personal conduct. Promotions and off-post passes are denied to those soldiers who disregard personal efficiency by repeatedly exposing themselves to the risk of VD infection. Army Regulation 40-210 provides that if a man becomes infected with VD, and knowingly shirks reporting for medical treatment, court-martial action is to be taken *each time*; or, under authority already granted to commanders, the soldier may be separated from the service.

Army-wide, commanders have been given authority to restrict personnel who contract VD to their unit areas up to 90 days after the completion of treatment. Such action is not a punishment; it is a health precaution to avoid relapse, early reinfection, or the possibility of complications due to the masking of a double infection. Treatment for gonorrhea, for example, would not necessarily reveal a syphilis infection that had been contracted at the same time.

Suppression of prostitution near Army posts has done much to curb the spread of venereal disease. Armed Forces Disciplinary Control Boards—comprising Army, Navy, Air Force, and Coast Guard disciplinary and medical authorities—cooperate with the Army Venereal Disease Control Council to eliminate reservoirs of infection. Both agencies work in collaboration with civilian authorities in closing brothels near Army posts. Beer halls, cheap road houses, and dance halls where pick-ups and part-time prostitutes congregate are similar targets.

In its positive aspects, however, the Army's sex hygiene program is directed primarily to providing creative outlets for troops in leisure time activities. Formal, duty-time indoctrination in continence and self-discipline is only one phase of the program. Chaplains and special services officers make available a wide variety of wholesome recreation, entertainment, and opportunities for guidance. Participation in church affairs, athletic events, hobbies, and recreational pursuits is encouraged. Libraries, day rooms, bands, and camp newspapers play their role. Army Education Centers enable soldiers to advance their education in their spare time. By these means, the Army seeks to sustain and strengthen the moral aspects of good citizenship in the Army.

ARMY AND AIR FORCE PHOTOGRAPHY CONTEST

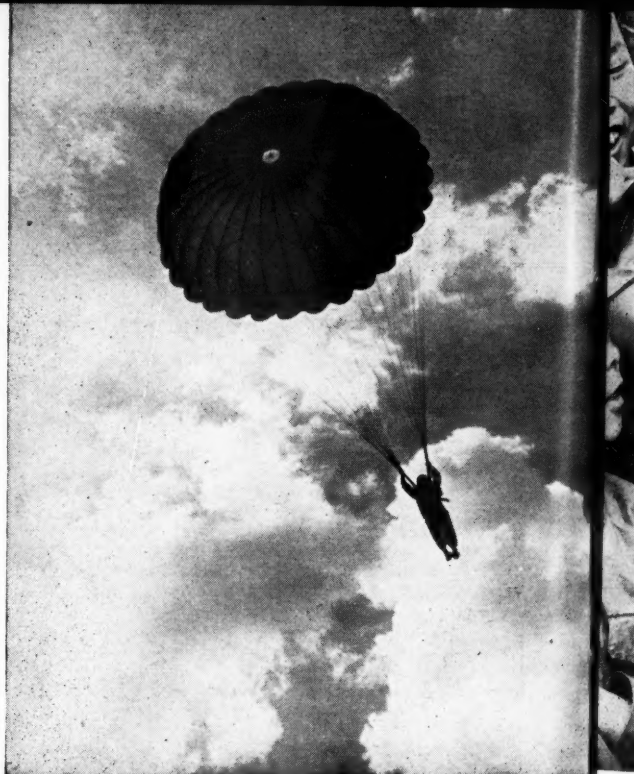
GRAND PRIZE WINNER

PROMOTION

S Sgt Virgil B. Olson, Chanute Field, Ill.



UMBRELLA MAN
Third Prize—Category A
Maj. Sidney A. Miller
Fort Knox, Ky.



LEST WE FORGET
Third Prize—Category
2d Lt. Franz Ueko
Philippines

Seco
S S



CURIOSITY

Third Prize—Category C
T Sgt James A. Forsythe, III
Langley Field, Va.

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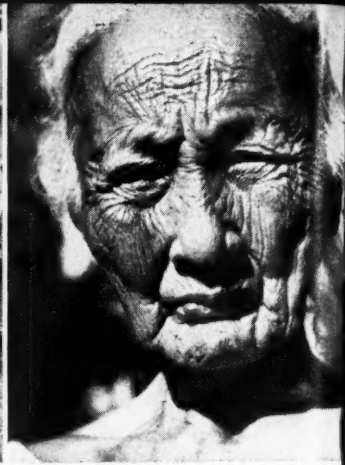
(Untitled)

Second Prize—Category A
S Sgt John M. Pavelke
Germany





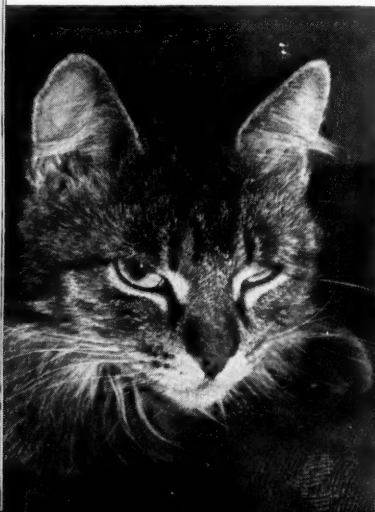
**CHINESE CHILDREN DANCING
WITH THEIR TEACHER**
First Prize—Category C
Tec 4 James A. Hritz—Okinawa



STUDY IN DIGNITY
Second Prize—Category C
2d Lt. Franz Ucko
Philippines

Culminating a world-wide Army and Air Force photography contest, sponsored by the Army Special Services, 429 photographs were judged recently for top-level recognition and awards. These photographs comprised the winning entries in elimination contests held by major and subordinate commands in the United States and overseas. A committee of judges representing leading national magazines, news services, newsreels, art galleries, the Army, the Air Force, and the Navy, selected the outstanding entries in four categories: (A) Mission and Duties of the Services; (B) The Soldier Off Duty; (C) Foreign Countries and Peoples; and (D) General Pictorial Subjects. Shown here are some of the winners recently exhibited in The Pentagon and the Smithsonian Institution.

SOUR PUSS
First Prize—Category D
S Sgt Fred X. Moore
March Field, Calif.



OPERATION BEDLAM
First Prize—Category A
T Sgt Ethan A. Mellen
Pacific



THE LONG PULL FOR PEACE

*Extracts from the
Final Report of the Chief of Staff
General of the Army Dwight D. Eisenhower*

IN THE world situation, there are weighty credits for continued peace. If the United States fosters and promotes them, by so much is the stability of peace enhanced. On the other hand, there are debits; but if the United States counters, by positive action, the factors that invite war, by so much is the danger of war lessened.

On the credit side: our potential and active national strength in all its elements; our working relationship with other powers in the United Nations; our close ties with many that, like us, are sincerely committed to the elimination of aggression; the late war's after effects upon the economic structure of many regions; the stability we have maintained in territories of former enemies. All of these are potent factors against armed attack on the United States.

Our unique industrial economy is stronger than ever before. We have achieved atomic fission. Our production plant suffered no physical damage during World War II. In fact, we amplified our productivity and developed new techniques. Our productive capacity now exceeds, by a greater margin than ever before, our essential domestic consumption, and this differential is a highly indicative yardstick of a nation's defensive potential. In a test of material strength by war, the advantage, during the immediate future, probably would lie with the United States.

We are joined, furthermore, with all the major powers in a cooperative effort beyond precedent in breadth and possibilities. Frictions and setbacks are inevitable; but, at worst, the nations are meeting in a manner that would have been thought impossible fifteen years ago. At best, the world has made a long forward step toward the sort of international co-

operation that may some day eliminate war. Our late enemies are prostrate. It is difficult to conceive their revival as dangerous aggressors within this generation.

Our stout ties of common basic purpose with the British Commonwealth, and with the democracies of Western Europe and Latin America, weigh heavily as a stabilizing influence. The defeat of the democracies, joined in common defense, would be a formidable task for any power. The unity of the Americas is a relatively new element on the international scene and one whose importance may not yet be generally realized. A potential aggressor against any nation in either continent would hesitate to launch an attack which he believed would provoke coordinated, hemispheric response.

To fortify our position further, the United States is maintaining the largest professional military establishment in our peacetime history. The Armed Forces number approximately 1½ million men of whom 559,000 were on duty with the Army at the first of this year. The Army's strength includes the equivalent of ten infantry divisions—two in Korea, four in Japan, two and one-third in the United States, and one plus the United States Constabulary in Germany. During the present fiscal year, appropriations for National Defense are larger than any pre-war peacetime figure. Approximately 3½ billions have been provided for the Navy, and 6 billions for the Army and Air Force. Roughly half of the latter figure is for the support of the air arm.

The budget of the Army and its numerical strength are devoted largely to the consequences of victory. Occupation is both worthy and necessary, but it must be seen as preventive rather than as positive security. Moreover, its physical magnitude and manifold problems demand such concentrated effort that relatively few men and little time are left for the Army's primary job. The purely security mission—organizing, training and sharpening for national defense—has necessarily taken second place. By no stretch of the facts can the United States Army, as it is now manned, deployed, and engaged, be considered an offensive force. It is not ready to respond to an emergency call because its global distribution not only leaves it weak in every sector but prevents the concentration of anything beyond the merest handful for possible tactical use. This virtually complete dispersion of our ground strength cannot be permitted to continue over any considerable period, because there are elements in both the world situation and our own

strategic position that demand the constant availability of respectable land forces.

Conditions today are sufficiently turbulent that war might be visited upon the world without the impetus of planning or deliberate policy. One isolated action might precipitate conflict, and, once started in a critical area, war leaps across new borders and quickly involves other nations whose whole desire is for peace. Our future security depends on American willingness to combat unceasingly the conditions that provoke war and on our readiness to defend America and its principles should war break out despite preventive measures. Our task is to convince any possible aggressor that he can choose war only at the risk of his own destruction. A grim outlet it may be, but it is inescapable.

The road to genuine security is to work for peace, applying ourselves fully in the effort, using all the resources of our minds and skills and talents, exercising the maximum of patience in negotiation without the least compromise of principle. But it is a long-term program.

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Military weakness on our part cannot be hidden. The transparency of our governmental processes, the public discussion of military matters, the information our citizens must have to arrive at a sound public opinion—all these assure to any nation that seeks it a factual knowledge of our day-to-day military position. Moreover, they afford great advantages to a conspirator against the peace, since he is given full notice of our intentions and ample warning of any decision in the international sphere.

In its essence, our security program must be defensive. Security provisions, however, must aim at the increase of offensive capacity; for offense is still the most effective defense once conflict begins.

Many lessons of the last war are available for the design of a defense pattern; the necessity for unified direction of all combat forces in war; the strategic role of the air arm; the need for accurate military, economic, and political intelligence; the necessity for eliminating a costly industrial time-lag between mobilization and the application of significant military effort; the necessity for ready reserve units and a reservoir of trained

men; the dependence of the United States for many raw materials on external sources and the consequent need for stockpiling adequate reserves of critical items essential to a defense program.

Our three-dimensional military frontier requires a *balanced* military establishment in which air, ground, and sea forces are so planned and disposed as to present effective defense against war that may come in a multitude of ways, over many routes, from many directions. Scarcely any form of attack can be written off as obsolete or so fantastic in conception as to remain forever impossible. No frontier or inland city can be considered immune.

To contemplate such possibilities is pessimism at its blackest. But they remain possibilities, which we must weigh calmly, cooperatively, and determinedly. Fortunately, no enemy has the capacity now to wage war aimed at our total defeat. None can develop it faster in the future than we can increase our defensive capacity, unless we start from a hopelessly inferior position in immediately usable power. An adequate short-term security program, consequently, is assurance of a safe national position within which we can continue to support the long-term program of total or world security.

The objective of the short-term security program must be the development of a military establishment able to defend the continental United States and its base periphery against attack; to strike an immediate retaliatory blow and to destroy, if possible, the enemy's bases of attack and sources of armed power; to contain the enemy's main forces while organizing strength to disorganize or heavily damage his main base, if that should be necessary for the attainment of peace between him and us.

Because major nations, in the future, will be armed with weapons of terrifying destructive power, a series of lightning blows might conceivably end a future war at its outset. A corollary to this is the need for a system of major and alternate, or secondary, bases around which can be organized first our own defense against air attack, and next our retaliatory counteroffensive.

A well-rounded security program must contemplate eventual use of all our economic resources and the sum of our intelligence, as well as men and weapons. The military establishment is only the cutting edge of the national machine. Directing the overall endeavor, coordinating the manifold activities of war, is the civil government. The material strength exerted

through the Armed Forces is supplied by the industrial economy of the United States. The short-term security program, consequently, must be governmental, military, and industrial in nature. We have the opportunity now to enact into law the measures that will assure the necessary mobilization of men, production plants, and materials that constitute total defense.

The Army phases of a balanced air-sea-ground organization require special stress at a time when many voice the opinion that land forces have been made obsolete by the advance of aviation, the development of rockets, and the atomic bomb. Today the only element of the military establishment that can hold a defensive position, seize for exploitation a major offensive base, exercise direct complete control over an enemy population—three fundamental purposes of armed effort—is, as always, the foot-soldier. The introduction of the plane and the atomic bomb has no more eliminated the need for him than did the first use of cavalry or the discovery of gunpowder.

To grasp the initiative, the professional Army must be a highly mobile striking force, backed by organized civilian components which can immediately assume the defensive positions vacated by the Regular Army and reinforce the latter in large-

Study should be given to the proposition that each year a number of officers of proved experience, knowledge, and judgment be withdrawn from their respective services and given commissions in the Armed Forces. The existence of a body of specially chosen officers representing all three services would act, furthermore, as a spur to junior officers to qualify for such selection, indirectly decreasing traditional barriers between the services.

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scale offensive operations. But because the Army will be only one element in the air-sea-ground reaction to attack on the United States, its movements within its particular mission require prior integration with the activities of the other services. The armed teamwork that achieved combat victory in World War II becomes more important as time passes. The only way to assure its growth is through joint operational plans made now and continually adjusted to developments revealed by intelligence agencies.

Military leadership is of more critical importance than ever before. Highly trained and skilled troops, supported by great

numbers of technical specialists, who together will largely form the Army from now on, cannot be led successfully in battle except by officers who possess—in addition to the human traits and qualities inseparable from leadership—a thorough knowledge and mastery of their basic arms, and of the combined employment of all arms and services. The future Bradleys, MacArthurs and Marshalls, that the United States may some day desperately need, merit the best schooling the country can afford. Upper levels of command require the utmost in ability, training, and skill. The order of battle is now a vast array of men and machines, extremely fluid, operating in three dimensions, whose spearhead and sources of supply, even though thousands of miles apart, are joined by a continuous pipeline. The reorganized Army school system is designed to assure each officer the knowledge required at his level of duty, and the joint school system is intended to produce trained leaders fitted for combined operations.

Pervading all this training must be a clear appreciation of our most valuable military asset—the American soldier. His resourcefulness, intelligence, and initiative, combined with thorough training, make him a unique fighting man. From the moment the soldier enters the service, the purpose of the Army is to build in him the conviction that he is an important team-member, not merely a serial number; that his welfare and capabilities are taken into account, as well as the operational needs of the Army. It is a function of leadership to dignify the man in uniform and cultivate in him such pride in his profession that he will conduct himself as a worthy member of the finest organization any country has ever produced. Basic to the Army's success is the enlisted man's understanding of his partner relationship and critical contribution to the Army's mission.

While we strive to assure the Army first-class leaders and first-class men, we must, at the same time, provide it the best equipment for its missions. A program for research and design of new equipment is an obvious necessity, but simplicity should be stressed more than has been our practice in the past. Generally speaking, another war would be fought with weapons developed before its onset. Except in rare instances, weapons whose development is initiated after outbreak of war have little effect on its outcome because of the time lag between birth of the idea and the attainment of volume production. We must do everything possible now to assure ourselves that we will

fight another war with weapons more advanced than those of an enemy. Even our existing Regular Army is under-equipped with such modern weapons. The occupation mission, consuming more than two billion dollars of the Army's annual budget, plus other budgetary limitations, has left almost no money for current procurement. Unless this defect is remedied we will shortly have to acknowledge that in weapons and equipment our ground troops may prove inferior to a modern offensive force.

The best equipment, unit organization, and operational plans are worthless without trained manpower. In the face of nationwide full employment, the Regular Army is experiencing serious difficulties in filling its current enlistment requirements, particularly for the less desirable of our foreign duty stations. At present we are more than 100,000 men short of authorized strength. To improve the lot of the soldier and the appeal of military service, energetic steps must be taken. Urgently needed are better housing for dependents at home and oversea stations, increased recreational facilities, and ratings comparable to civilian occupations as well as to those of the other services. Also necessary is an upward revision of officer pay scales, particularly among junior officers whose income is seriously out of balance with today's living costs. We may lose the best of them under such conditions.

A sound defense structure will be expensive and involves a comparable degree of sacrifice. In addition, it will require time to build; no lavish expenditure or feverish effort can bring it to completion in a month, or in a year.

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Also critical is the manpower situation in the Army's civilian components. The experience of years indicates that the two civilian components cannot be maintained at safe manpower levels unless they are assured yearly increments of new *trained* strength. On M-Day of a war with a major power we shall need a minimum ground force of 1,300,000 men, organized, trained, and equipped to hold the bases and areas on which depend both the defense of America and the mounting of the counter-offense. The only feasible solution is to build the National Guard and Organized Reserve to their required M-Day strengths. *They will be needed at these strengths not a year or*

two years after a war starts, but on the first day of hostilities. What we are able or not able to do within the first sixty days of another war will be decisive in its determination of our ability to carry the war to a successful conclusion.

In the future, military readiness must include industrial readiness; and industrial mobilization must be an integral part of defense mobilization. Effective organization, and the enabling legislation required, merit a priority in our security planning. So far as the production plant itself is concerned, we must have on standby basis the facilities necessary to turn out items whose delivery cannot begin until many months after approval of design, or to whose manufacture civilian industry cannot be efficiently adapted. We must have ample stockpiles of raw materials whose supply may be interrupted at the outset of war. Given that much *in being*, our planning should be directed to the wartime *conversion* of other existing facilities.

It is logical that a future aggressor against the United States would concentrate his long-range assaults against our industrial centers. Consequently, over and above our readiness to forestall and repel such attacks, we must be prepared to remedy as fully and quickly as possible the damage and dislocation resulting from enemy action. The initial effort should be assumed by military organizations in the area under attack. But civil defense is essentially a civil function for which the military establishment is not adapted and to which, in an emergency demanding immediate retaliatory and counteroffensive measures, the services could not for long assign the necessary men or equipment. Because of its magnitude and importance, civil defense must be directed by a Federal agency. There must be close and constant liaison between the designated agency and the military establishment. But it will be at the community level that civil defense will meet its most severe test. The training, discipline, and ability of the citizen will be as important as the same three qualities in the soldier, for the citizen at home may well be engaged in a battle that will decide the outcome of the war.

Universal Military Training is an essential measure under present circumstances. But because it is only one of many elements in our security planning, it cannot be considered a panacea for all security deficits. Nor can it be adopted as a temporary arrangement to be erased from the statutes each time problems in its administration arise. This vital issue should be settled without further delay. Unless the proposed

plan is adopted in the near future, we must recast our traditional attitude toward a small professional security establishment and embark upon a total reorganization of the Army's civilian components.

It is high time that men examine the sources of international conflict and seek means to remove them. Were as much study and research devoted to the causes and prevention of war as have been to the causes and prevention of disease, we should in time attain the same control over its eruption and spread as we have over the physical plagues. The study of war should not be restricted to the ivory towers of pure knowledge. Medical science would have made limited progress against contagious disease had not educational campaigns, using all media of public information, impressed on the individual his part in the prevention of epidemics. The same methods on a similar and international scale, applied to the prevention of war, will produce similar profit.

We have finally learned that national defense is not the exclusive property and concern of men in uniform, but the responsibility as well of labor, management, agriculture, industry, and every group that goes to make up the national complex.

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National security does not mean militarism or any approach to it. Security cannot be measured by the size of munitions stockpiles or the number of men under arms or the monopoly of an invincible weapon. That was the German and Japanese idea of power which, in the test of war, was proved false. Even in peace, the index of material strength is unreliable, for arms become obsolete and worthless; vast armies decay imperceptibly while sapping the strength of the nations supporting them. Monopoly of a weapon is soon broken. But adequate spiritual reserves, coupled with understanding of each day's requirements, will meet every issue of our time.

It is up to the American people. A security establishment that will guarantee the continuance of a free America and the increase of our influence for freedom and peace throughout the world cannot be achieved through legislation alone unless it is willed by the States, by the counties and communities, by the men and women of the United States determined to retain their liberties and to stand firm against the return of aggression.

HOW MAPS ARE MADE

By

TECHNICAL SERGEANT SAMUEL J. ZISKIND, Reserve

EACH military map, a veritable encyclopedia of detail, is the creative product of anonymous technicians—explorers, surveyors, draftsmen, aviators, researchers, librarians—whose teamwork is merged in the Army Map Service.

An activity of the Office of the Chief of Engineers, the Army Map Service is the largest complete mapping organization in the world. Its staff of approximately 2000 includes such specialists as geodists, cartographers, photogrammetrists, toponomists, lithographers, and research analysts. Working in co-operation with civil mapping agencies—the U. S. Geological Survey, the Tennessee Valley Authority, the Soil Conservation Service, and the U. S. Coast and Geodetic Survey—and with the Navy and the Air Force, it prepares military maps of the United States for use in maneuver areas, and for other training purposes. By exchange of cartographic data with other nations, it also is carrying forward the mapping of the 55 million square miles of the earth's surface on a 1:1,000,000 scale, following a modified version of the pattern originated by the 1908 Congress for the International Map of the World. It is engaged in the medium and large scale mapping of strategic areas, the latter on a schedule of 120,000 square miles a year. Using aerial photographs obtained by the Air Force and by commercial facilities, and ground surveys compiled by Engineer topographic organizations, it prepares and publishes maps for the ground forces. Preparation of aeronautical charts and air navigation data is a responsibility of the Air Force, which utilizes Army Map Service facilities through co-operative arrangements.

From its cleanly functional, ultra-modern headquarters in Washington, Army Map Service distributes topographic maps

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(as well as film negatives and positives from which these can be reproduced) to Engineer topographic organizations in the field. Under emergency conditions, mobile field units are able to turn out elaborate situation maps, based on aerial mapping sorties flown the previous afternoon. To make this accelerated performance possible—to provide the base on which such intelligence can be overprinted—hundreds of man hours of preliminary basic work are necessary. In this combined operation by surveyors, draftsmen, lithographers, and aerial photographers, accuracy, preciseness of detail, and painstaking concentration are equally essential in producing the military topographic map.

With the intensification of the World War II emergency, the Army's map library, originally numbering 200,000 items, was expanded rapidly by combing private and public sources and by interchange with Allied governments. Representatives of Army Map Service interviewed map curators, missionaries, surveyors, prospectors, geologists, and adventurers. Road maps, admiralty charts, hydrographic surveys, gazetteers, town plans, even tourist photographs and letters that might conceivably identify landmarks on invasion coasts and bombing runs, were eagerly sought, to supplement the library files. A machine record index today provides access to more than 900,000 items on file. This is supplemented by an index to unique items available on loan from the private collections of approximately



Official U. S. Army Signal Corps Photo

Preparing maps in the drafting room.

200 universities and libraries throughout the United States which have agreed to act as Army Map Service depositories.

After research analysts have assembled and evaluated all possible data pertaining to an area to be mapped, the compiler takes over. Working from documentary source material—from letters, reports, surveyors' plans, and maps in varied scales—the compiler-draftsman converts this material to the conventional signs and symbols. From a complex of geologic, topographic, political, economic, and ethnographic data, he selects only material which is militarily significant. The quality of his judgment in large measure determines the map's ultimate value. He recognizes that topography is a relatively stable factor; whereas man-made culture details change with the years. New buildings are constructed, the course and surface of roads may be changed, and forests may be altered by man or fire. Accordingly, the value of the map is enhanced if these "culture" features are defined at the last possible moment.

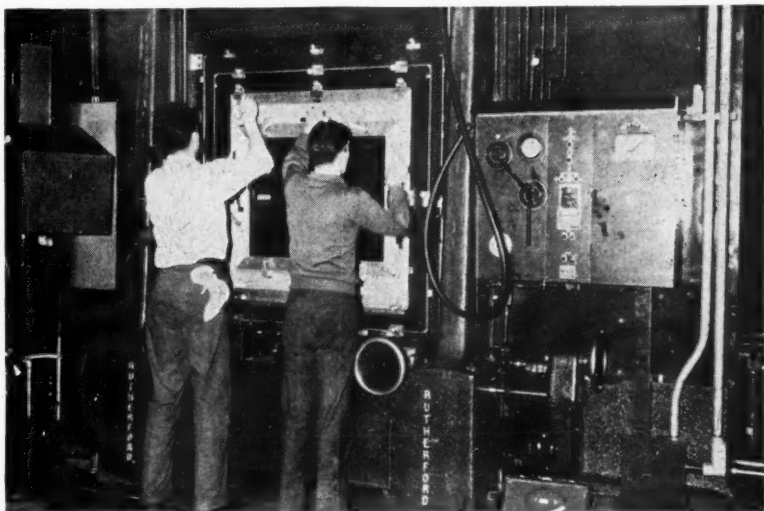
The work of the surveyor, using modern developments of ancient trigonometric principles, is extremely reliable in detailed, close-up mapping; but it is a slow and painstaking process. The technique has been revolutionized by combining the camera's eye with the airplane's range. By properly relating a series of aerial photographs to points of ground control, a fast and relatively accurate method of mapping has been devised.

The photogrammetrist is the specialist who prepares maps from aerial photographs. Working with several series of overlapping aerial photographs, he brings each to a uniform scale and eliminates their inherent distortions. Through the medium of a stereoscopic instrument, supplemented by comparative devices, he makes further adjustments in size and orientation and translates the photograph's image into topographic conventions. To identify specific items, he secures larger scale photography where possible or depends on the result of a field edit. This technique not only lessens the labor of ground surveying; it is the only practicable means of mapping rugged, inaccessible areas rapidly, on a grand scale. Photogrammetry's application to medium scale and tactical mapping is yet to be evaluated. Tests of its accuracy and economy are currently being conducted by Army Map Service.

The simplest map contains an overwhelming number of signs and symbols, denoting such features as tunnels, railroad tracks, power plants, landing fields, and the like. Even fences, or-

chards, marshes, and farm buildings are depicted in large scale maps. For ease of recognition, map symbolization is refined by means of a conventional color pattern. Bodies of water are denoted in blue, relief in brown, vegetation in green, paved roads in red, buildings and other culture details in black. Where identifying names are superimposed, the toponomist contributes his knowledge of geographic nomenclature. Such place names are printed on transparent adhesive stock and affixed to the original drawing.

In the bright, fluorescent-lighted drafting department, teams of draftsmen and artists work simultaneously on the project of converting the original compilation to a properly scaled multi-colored map. In order that each may know the proper relationship of his work to the total picture, a system of blue-line boards for color separation is used. By a photographic process, the compiled map image is reproduced in blue on the color separation boards, which are composed of a fine quality paper mounted on aluminum sheets. The complete image is applied to as many boards as there will be colors in the published map. Each draftsman inks in only the data which will appear as a specified color. The uninked blue guide lines disappear in subsequent photographic processes. By this



Official U. S. Army Signal Corps Photo

Electric copy camera prepares plate glass negatives up to four feet long.

method, each draftsman may work independently, yet be fully cognizant of the work performed by his colleagues.

In the photographic department, the drafted images on the color separation boards are transferred to glass negatives by cameras that utilize 40 x 48 inch negatives, and electrically controlled focusing equipment. Artists retouch the negatives with brush and stylus; and the product is transferred by photolithographic processes to a press plate—a different plate for each color to be imprinted. Each of seventeen lithographic presses at Army Map Service turns out as many as 4000 impressions an hour.

In delineating the road to victory in World War II, the Army Map Service and Engineer topographic base battalions together turned out 40,000 different maps, a total of 491,000,000 sheets, representing a stack of work 297 times as high as the Washington Monument. The Battle of Normandy alone required 70 million sheets of 3000 different maps.

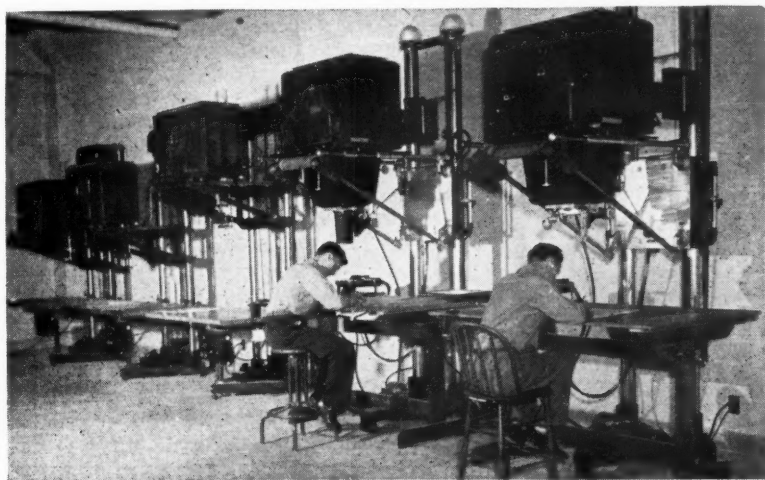
Handled as secret documents—sealed in waterproof paper and canvas wrappings, stored and transported under guard—maps played a vital role in the North African landing, the Normandy breakthrough, and the penetration of the Siegfried Line. Although portions of Western Europe are the most thoroughly mapped in the world, the coastal areas of Brittany and Normandy had not been mapped since Napoleon's time. Almost two years of aerial reconnaissance preceded the landing assault, and 6000 tons of maps were printed in advance. The 660th Engineer Topographic Battalion—operating in Britain and later at the plant of *L'Illustration* in Paris—overprinted latest intelligence data gathered by aerial mapping missions. Besides charting data on surf, tides, and currents essential to amphibious operations, the battalion prepared such special projects as scale models of the Metz fortifications and the Ploesti oil fields.

In the island hopping campaigns of the Southwest Pacific, many Japanese-occupied islands were virtually unmapped until aerial photographic methods were brought into play. Carrier-based planes helped map Guam and Saipan. Through the efforts of the 648th Engineer Topographic Battalion in Melbourne, the 64th Engineer Topographic Company in Hawaii, and the 29th Engineers presently in the Philippines, many scattered areas of the Pacific were more thoroughly charted than areas in the United States.

Distribution timetables were synchronized with the advance

of troops in the field. Shipments of maps (or materials from which these could be reproduced) were timed to arrive at Army Depots one month to six weeks before a given sector came within striking range of our forward troops. Timing the release of maps by Army Depots was an important intelligence function; for maps falling into enemy hands might reveal troop dispositions and plans. The last-minute arrival of maps, by courier or airdropped packet, was not so much an emergency expedient, as a necessity.

The great bulk of maps needed by an Army in the field—at the peak, the Normandy invasion forces required 30 tons a day—makes it impossible for Army Groups to transport such quantities, even if they were previously printed and available. In theaters of operation, where coordination of map making and map supply is a function of command under supervision of the Chief Engineer, mobile units equipped with portable lithographic presses and photographic darkrooms were trained to operate in conjunction with the Army Air Forces and combat intelligence organizations. These mobile units prepared photo-maps, or overprinted topographic maps previously prepared, to show the locations of road blocks, fortifications, and mined areas, for rapid distribution to advancing troops. In this way,



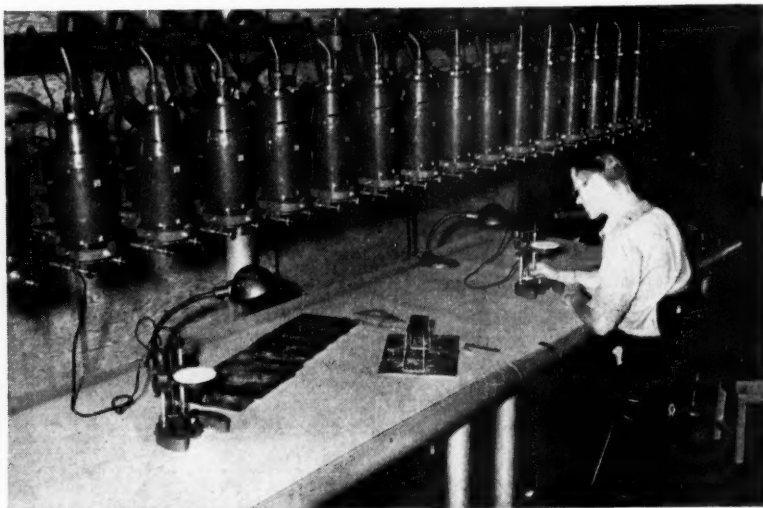
Official U. S. Army Signal Corps Photo.

Reflecting projectors used for changing the scale of aerial photographs.

maps were kept up to date; and suspension until the last possible moment permitted the addition of new data which filtered back from the combat areas.

By its very nature, however, military mapping is a long-range project, with the bulk of its coverage to be accomplished in peacetime. Less than half of the United States and less than five per cent of the world's surface is adequately mapped from a military standpoint. Army Map Service is currently engaged in standardizing its military maps at multiples of the 1:25,000 scale. Its Relief Model Division is experimenting with various types of synthetic rubber and plastics, to develop accurate, economical, easily transported relief maps.

Army Map Service's primary mapping responsibility lies outside the United States. Only when the facilities of other governmental and commercial concerns are unable to comply with military requirements does Army Map Service enter the domestic mapping field. In this function it frequently enlists the services of both governmental and private agencies, the latter through contractual agreements. The total cartographic effort of the United States is none too large to accomplish the tremendous task of mapping the world.



Official U. S. Army Signal Corps Photo

Double bar multiplex projector equipment for determining geodetic data.

INTEGRATION FINALE

By

LIEUTENANT COLONEL GEORGE I. FORSYTHE

AFTER two hectic years, desks have been cleared and calculating machines have clicked out the final statistics on the largest Regular officer integration program in Army history.

A grand total of 25,667 wartime officers were integrated into the Regular Army and Air Force in six increments, from June 1946 to December 1947. Of these, 11,322 were Army and 14,345 were Air Force. More than 140,000 officers applied. Nearly 2000 officers declined commissions after they were nominated, and 259 were rejected, after nomination, for physical reasons—including 13 deaths. Of those appointed, 165 have been separated, most resigning for their own convenience.

The Regular Army and Air Force officer strength on 1 January 1948 was 21,102 Army and 18,021 Air Force—total 39,123. Since the authorized officer strength of the two services is 50,000, this leaves approximately 11,000 vacancies, of which about 9000 are allotted to the Army and about 2000 to the Air Force. These vacancies will be filled during the next ten years by appointments in the basic grades. Allowing for attrition throughout the Regular establishment, this will provide nearly 1800 appointments a year. It is estimated that these will be filled annually from the following sources: United States Military Academy, 350; Senior Division ROTC distinguished graduates, 600; Reserve and National Guard officers serving on competitive tours of active duty, Officer Candidate School outstanding graduates, and Regular Army enlisted men by direct appointment, 600; persons qualified for appointment in the professional services of the Army, 250. Of this annual procurement objective, it is estimated that 830 will be appointed in the ground arms, 390 in the professional services (Medical, Dental,

LIEUTENANT COLONEL GEORGE I. FORSYTHE, GSC, is Chief, Regular Army Officer Procurement Section, Procurement Branch, Manpower Control Group, Personnel and Administration Division, General Staff, United States Army.

Veterinary, Chaplain, and Judge Advocate General), and 580 in the other administrative and technical services.

Of the January strength of 21,102 Regular Army officers, 11,322 were integrated officers, distributed as follows:

Infantry	2,417
Cavalry	478
Coast Artillery	564
Field Artillery	1,102

Total Ground Arms 4,561

Corps of Military Police	421
Ordnance Department	593
Transportation Corps	1,027
Quartermaster Corps	749
Signal Corps	605
Corps of Engineers	474
Chemical Corps	239
Adjutant General's Department	421
Finance Department	274
Judge Advocate General's Department	258
Corps of Chaplains	246
Medical Corps	374
Dental Corps	234
Veterinary Corps	118
Medical Service Corps	728

Total Administrative & Technical Services 6,761

Permanent grades of officers appointed in the ground arms:

Second Lieutenant	435
First Lieutenant	3,015
Captain	911
Major	200

4,561

Highest temporary grades ranged from second lieutenant to general officer (one). The second lieutenants became permanent second lieutenants, while the general officer received the permanent grade of major. Most of the other appointees had been temporary captains, majors, or lieutenant colonels, although more than 200 had been colonels, and some 500 had been first lieutenants. Ages ranged from 21 to 48, the limits set by law, with the great majority between 26 and 35.

Permanent grades of officers appointed in the services:

Second Lieutenant	308
First Lieutenant	2,779
Captain	2,716
Major	958

6,761

Again, temporary grades ranged from second lieutenant to one general officer. More than 6000 had been captains, majors, or lieutenant colonels; more than 400 had been colonels; and about 700 had been first lieutenants. Ages were from 21 to 48, except for chaplains and medical officers, where 45 is the authorized limit. Average age was somewhat higher than in the ground arms.

Air Force appointments, by permanent grade:

Second Lieutenant	1,469
First Lieutenant	11,574
Captain	1,048
Major	254
	<hr/> 14,345

Approximately 350 had been second lieutenants; 3300 first lieutenants; 5300 captains; 3500 majors; 2100 lieutenant colonels; 400 colonels; and two had been general officers. More than two-thirds were within the ages of 25 and 31, inclusive.

One hundred and thirty-one specialists, with no basic arm or service background, were appointed in various branches—officers with high qualifications in military intelligence, public information, troop information and education, special services, military government, General Staff Corps, and the Inspector General's Department.

Educational levels of appointees:

	<i>College Graduate Per cent</i>	<i>College Non-Grad. Per cent</i>	<i>Other Per cent</i>
Army	57	25	18
Air Force	29	43	28
Total Integrated	43	34	23
Total officer strength at wartime peak	33	26	20

Geographical distribution of the new Regular Army and Air Force officers presented interesting comparisons. New York, third from the top in the number integrated, with 1839, was among the lowest ten states percentage-wise (ratio of men integrated to state population). Nevada, the lowest state numerically, with 38 officers integrated, was among the top ten percentage-wise. The western states generally rank high in percentage figures. California and Texas were easily first and second numerically, with 2475 and 2344, and were among the first ten in percentage. Utah was the highest in percentage, and Maine, Michigan, and West Virginia were tied for lowest. Ninety appointees gave addresses outside the continental

United States, including 35 in Hawaii, 30 in Puerto Rico or the Canal Zone, 11 in Alaska, 5 in Mexico or South America, and one in China.

Out of 140,000 applicants, only 4000 failed the General Survey Test; 6400 were physically unqualified; 7500 were over age or under age; and 5900 abandoned or withdrew their applications. Of the total integrated, 97 were Negroes—approximately the same ratio of appointments to applications as for white officers. More than 60 per cent of all integrated officers were former enlisted men. Total cost of the program has been estimated at \$9,376,254, an average of \$67.06 for each applicant, or \$365.30 for each appointee.

All integrated officers will be fitted into the promotion lists on the same basis, regardless of the date on which each increment was appointed. As in the case of all newly appointed Regular Army officers, integrated officers are placed on a three-year probationary basis, their commissions being subject to revocation during that period.

During the eighteen months of the integration program, more Regular officers were procured for the Army and the Air Force than during the entire period between World War I and July 1946. The integration total, in fact, was more than two-thirds of all procurement of Regular officers between the close of the Civil War and July 1946—81 years. This was not only the largest, it was also the most scientific large-scale selection of leaders ever made by any military or civilian organization. Testing instruments devised for the integration program have since been adapted to other Army uses, such as the new Efficiency Rating System, and have aroused considerable interest in industry. No system is perfect, but the system of selection used in the integration program reduces the margin of error to a minimum.

For further information on the integration program, see ARMY INFORMATION DIGEST, August 1946, "After the 9,800"; October 1946, "The Second 25,000"; March 1947, "The Last Round-Up"; and April 1947, "Overcoming the Integration Hump." Copies are available on request to The Editor, ARMY INFORMATION DIGEST, Carlisle Barracks, Pa.

PASS ALONG THE DIGEST

"Don't hold THE DIGEST in the orderly room or battalion headquarters; get it into the squad rooms," writes one officer. Currently distribution is limited by available funds.

ARMY GROUND FORCES REORGANIZED

HHEADQUARTERS, Army Ground Forces, has been redesignated Office, Chief, Army Field Forces, a change involving not only name but also functions. This is designed to increase efficiency in training, eliminate duplication, and streamline the organization of the Department of the Army. Commanding Generals of the six Armies in the Continental United States now will be directly responsible to the Chief of Staff, United States Army.

The new organization will be the field operating agency of the Department of the Army, within the continental United States, for the general supervision, coordination, and inspection of all matters pertaining to the training of individuals and units utilized in a field army. It will develop the organization, composition, equipment, and training of Army combat, service, and administrative units (including those of the Organized Reserve Corps and the ROTC) utilized in a field army. It will supervise and coordinate at all service schools all aspects of training affecting the field armies, including the preparation of training literature. It will supervise the training and inspection of all Army units of the National Guard; and will supervise the training aspects of the National Security Training program (UMT), if enacted into law.

It will develop and prepare doctrine pertaining to the tactical and technical employment of individuals and units utilized in a field army, and to the materiel and equipment necessary in the performance of their missions. It will supervise research and development of items of equipment in which units assigned to a field army have a primary interest, and initiate requirements for those items.

The Office, Chief, Army Field Forces, remains at Fort Monroe, Virginia, where Headquarters, Army Ground Forces has been located. General Jacob L. Devers continues as Chief, Army Field Forces. Individuals, units, and installations formerly assigned to Headquarters, Army Ground Forces, except the Headquarters itself, will be reassigned to the appropriate Army.

THE BAND PLAYS ON

By

CAPTAIN HUGH CURRY

EVERY day is M-Day and every hour is H-Hour for the United States Army Band. It is one of the busiest outfits of its size in the Army. During a typical 24-hour period, bandsmen may play from eight in the evening until midnight or later, then report for a rehearsal at nine the next morning, a broadcast at eleven, and a parade at two. Somehow, bandsmen find time to crowd into the day sick call and inoculations, the cleaning of uniforms and other normal routines—and three meals. The schedule also may include a recording session and a retreat parade at Fort Myer, the Band's home station. The Band plays at many of the funerals of Army and Air Force personnel, and of high public officials who are buried in the National Cemetery at Arlington.

The Band is really several bands—a composite of a number of distinct musical groups, each having special duties. These bands-within-bands range from the woodwind septet to the full 121-man marching band. There are several dance bands, ranging in size up to 15 men, the type of performance governing the number of musicians to be used. Intricate scheduling is required, to arrange for rehearsals, broadcasts, recording sessions, public appearances, formal functions, and the thousand-and-one types of gatherings at which the Band furnishes all or part of the musical entertainment.

Every member of the Band has two or more places to fill in one type of group or another. One of the assistant bandleaders is executive officer of the Band, and takes charge of the 20-man chorus when it performs on broadcasts or at concerts. The other assistant bandleader has additional duty as supply officer. The first sergeant, in addition to his daily stint at the sick book, roll call, and other administrative duties, is a trombonist in the concert band, the marching band drum major, and a

CAPTAIN HUGH CURRY, AGD, is Leader of the United States Army Band.

member of one of the dance bands. The marching band of 121 men is used for full dress ceremonial parades and formal appearances, such as Presidential inaugurations. The concert, or tour band, numbers 86 men.

Bandsmen are well paid, since most of them are in the upper three grades. One technical sergeant with five children takes home more than \$440 a month. The average pay, however, is \$290. That pay includes an average of three "fogies," since the average length of service is 10 years. Master Sergeant Charles Kline, saxophonist, is the only remaining member of the original Band—"Pershing's Own"—founded by General Pershing in 1922. He has been in the Army 27 years, most of that time in the Band.

Bandsmen get a monetary allowance of \$2.25 a day in lieu of rations, and an allowance of \$1.25 a day in lieu of quarters. The table of organization includes 21 master sergeants, 42 technical sergeants, 56 staff sergeants, and two technicians, fourth grade. All members of the Band are professional musicians. Each applicant must pass a rigid audition, including a trial period of 10 days during which he sits in with the Band. The Band has the pick of the musicians in the Army and has authority to fill its ranks by direct recruitment of



Official U. S. Army Signal Corps Photo

The Army Band parading down the Champs Elysees, Armistice Day, 1944.

musicians from civilian life. All members of the Band are available for general service; it has no limited service personnel.

The Band Leader was an instructor in the Army Music School for bandleaders (now discontinued) prior to joining the Band in North Africa in 1943 as assistant bandleader. In 1945, he succeeded Captain Thomas F. Darcy as Leader and Commanding Officer of the Band. Assistant bandleaders are Chief Warrant Officer Samuel Loboda and Warrant Officer, Junior Grade, Herbert Hoyer.

The Band includes well-known musicians. Master Sergeant Keig Garvin has been a featured trombone soloist with the Band for ten years; Staff Sergeant Gilbert Mitchell, trumpeter, was a member of the New Orleans Symphony Orchestra; and Staff Sergeant James Freeman, bass violist, was a member of the National Symphony Orchestra.

The bandsmen have five distinctive uniforms, in addition to their general issue uniforms. One, of cadet gray with white piping and sleeve trimming, was designed by General Pershing. There is an olive drab uniform with distinctive piping in shade 32, and another in shade 33 olive drab. The present slate blue uniform is to be replaced by the new enlisted men's dress blue uniform, when it is approved; and the tropical worsted uniform for summer wear has a battle jacket. Matching caps are ornamented with the lyre of the Band, and the lyre is also worn on the lapel instead of branch insignia.

The Band's music library is not limited to military types. Its band selections number 8500, and its orchestra selections total 2400. More than 1000 band arrangements, and an additional 150 orchestral arrangements, are credited to Bandsmen. The repertoire includes 100 original compositions by members. The Latin American section is one of the largest collections extant, containing 400 selections for band, and 150 for orchestra. The library contains 270 overtures, 1400 marches, 170 concert marches, 200 special ensembles, 325 popular songs, 145 symphonies, 280 instrumental solos, 195 vocal accompaniments, 250 male choruses, 175 suites, 310 concert waltzes, and 450 descriptive selections. More than 106 distinct types of musical instruments are played by bandsmen. The Band has a total of 340 instruments.

At a recent "Campus Salute" broadcast, the program included such varied types as Lalo's *Norvegienne Rhapsodie*, in the classical vein; *All the Things You Are*, by Jerome Kern, in the "pop" field; and the *Alma Mater* of Temple University. Such

a program would have been strange music to the military bands of 20 years ago. "Campus Salute," a weekly broadcast over the Mutual network each Friday from 1230 to 1300 hours, is produced by the Department of the Army and the Mutual Broadcasting System. It features the Band and Chorus in a program of tributes to the colleges and universities of America. A frequency modulation network, Continental, broadcasts an hour's show by the Band each Wednesday night, during its regular weekly concert at the Departmental Auditorium in Washington. The Band broadcasts approximately 130 hours each year.

Radio, however, is only one of the media by which the Band entertains thousands of listeners. The Band covers an average of 3500 miles each year on tour, visiting as many as 50 cities in 15 states. In 1946, a tour of Iowa during that state's centennial celebration lasted 10 days, with the Band playing at a different city each day. Three days later it appeared in Cambridge, Massachusetts, for that city's centennial celebration.

In 1941, the Band was the subject of a Warner Brothers movie short. As early as 1939, the Band appeared on television screens at the New York World's Fair. Since March 1948, a



Official U. S. Army Signal Corps Photo

The author (center) checks a score with bandsmen during rehearsal.

series of transcriptions has been sent to London, to be broadcast by the British Broadcasting Corporation. The Band recorded a special program for Princess Elizabeth and Prince Philip on the occasion of their wedding last November. This was sent to the BBC, and was broadcast on the night of the wedding. Many letters from the people of Britain expressed appreciation of the program.

There have been many "firsts" in the history of the Band, but one dear to the heart of every member is the recent appearance of the Army Band in concert at Carnegie Hall in New York. This musical center had never before booked a service band.

The Band went overseas in June 1943, landing at Casablanca, North Africa. In that respect, the Band was doing what most of the Army was doing—going where it was needed most. With many of the troops already overseas, the Band went where it could do the most good. One might say that it did not stop playing from the time it left the United States until it returned home in June 1945—two years, some 73,000 miles, and 500 concerts later. It played in Algiers, Oran, Tunisia, London, the marshalling areas along the southern coast of England just before D-Day; in Scotland and Wales; in Versailles and Paris, where it gave daily concerts for months; in Antwerp, Lille, Marseilles, Le Havre, Rouen, Cherbourg, Reims, Nice, and Frankfurt. Many a civilian orchestra would like to boast of such a European *grand tour*. The Band appeared before most of the Allied troops at one time or another, and on two occasions joined forces with the British Royal Artillery Band and two French bands. It took part in the first anniversary of the liberation of North Africa, and in the celebration of Armistice Day, 1944, in Paris.

Arriving home in time to provide entertainment for the homecoming of General Eisenhower, the Band no more than caught its breath before it started on a Victory Loan Drive tour. It performed in Buffalo, Cleveland, Cincinnati, South Bend, Chicago, Milwaukee, Des Moines, Kansas City, Indianapolis, Dayton, Columbus, Pittsburgh, Baltimore, and New York. The Band was at the head of the parade that swung down the crowded streets of New York when the 82d Airborne Division arrived in January 1946. It was an integral part of the Army Day celebration in Chicago that year. Since then, centennials, fairs, holiday parades, and national celebrations have filled a crowded schedule.

SELECTING INSTRUCTORS FOR AEP SCHOOLS

By

CAPTAIN HENRY H. BANKE

A NY soldier in the regiment will tell you that Doc was an outstanding member of the team, a man the entire outfit respected and was proud to claim. To the troops of the 34th Infantry Regiment, doing a double-barreled job of occupation and military training in Kyushu, Doc was one of the motivating reasons for the outfit's high spirit.

Doc was a civilian instructor, assigned to the regiment to help the men continue their education while in the Army. Doc was not a young man; in fact, he was the retired head of the education department of an Ohio university. His Army job involved not only teaching, but also organizing Army Education Center classes in subjects that the men wanted to take. Some of his students were completing work for college credits or high school diplomas; some were perfecting skills in trades and hobbies. To them, Doc personified educational opportunity. Whatever their fields of interest, Doc brought to bear a dynamic quality of leadership. If the outfit went on bivouac, Doc shouldered a pack and trudged along, never asking for help or complaining. During breaks in the road march, soldiers clustered around Doc, asking questions.

When the men in one area were quarantined for scarlet fever, Doc moved into the barracks and held classes in psychology for half a hundred men. When the Protestant chaplain was ill, Doc preached the sermon—an exceptionally good one at that. The Catholic padre, too, was unable to reach the regiment that Sunday. His plane was grounded. As Doc came out of the chapel, a group of Catholic soldiers approached him and asked,

CAPTAIN HENRY H. BANKE, GSC, is Chief, Special Projects Section, Army Education Branch, Troop Information and Education Division, Special Staff, United States Army.

"What about us?" "It's a bit out of my line," Doc replied, "But if you'll go in and say your prayers, I'll be in afterward and talk to you!" It was typical of Doc to do whatever he could, where he could. For him, the educational process was not confined to the classroom. When Doc finally left for home, the principles he taught and exemplified were carried forward. Classes continued; men were imbued with the importance of furthering their education while in the service.

Doc typifies the superior kind of teacher that the Instructor Selection Office, Army Education Branch, Troop Information and Education Division, tries to procure for duty with Army Education Centers overseas. With one out of every five soldiers in the Army today participating in some phase of the Army Education Program, the quality of instructors is a keystone in the continuing success of the program. Not all instructors are of the same high caliber as Doc. But by maintaining high standards of educational prerequisites and teaching experience, by personal interview and careful screening of applicants, the Instructor Selection Office insures the recruitment of the best instructors available.

The Department of the Army states that all instructors in academic subjects must have at least a bachelor's degree. In addition, four years of practical teaching experience in a recognized educational institution are required. In exceptional cases, a waiver may be granted and two years of teaching experience may be accepted. In the vocational trade field, the applicant's experience, both in formal education and in trade training, is an important determining factor. Among some 330 instructors selected for oversea assignments, 145 had master's and 26 had doctor's degrees in various fields of specialization. Three hundred and sixteen had six or more years of teaching experience.

Before final consideration, applicants must appear for a personal interview. These interviews usually are held in large cities in each of the areas from which the greatest number of applications has been received.

The screening interview enables the instructor selection officer to judge more accurately whether or not the applicant measures up to the requirements of the Army Education Program. In the course of numerous interviews, he meets a cross section of the teaching profession. He encounters, too, the perennial traveler who yearns to get away from it all; the in-

structor who wants to write a book about conditions in foreign lands; and the teacher who is chiefly interested in salary.

Every teacher selected for overseas duty undergoes a loyalty check. This is a "must" in the Department of the Army. Any instructor who may be affiliated with a subversive organization is thus prevented from using his position to infect the troops with his doctrines. The personal interview usually provides a clue to maladjusted personalities; but this is not always the case. A few instructors bordering on the psychotic have slipped through. When this happens, the overseas commander promptly returns the teacher to the States. Occasionally, an instructor has been sent home because of inability to adjust to local conditions, or because his only interest was to see the world, to the neglect of his teaching duties.

The instructor's teaching performance is evaluated by the educational director of the command, and the evaluation is forwarded to the Army Education Branch. Teachers who prove unsatisfactory in one overseas command are not transferred. Rather, a clause in the employment agreement permits the command to dissolve the contract on brief notice, and the instructor is returned to the States. On the whole, however, the caliber of instructors sent overseas has been superior.

Some teaching positions are filled on the spot by overseas commanders. Former teachers who have been employed by the Department of State or by the Department of the Army may apply for positions with the Army Education Program upon the completion of their original assignments. If qualified, they are recruited for duty in the same command.

Several overseas commanders employ carefully screened foreign nationals for teaching native language, music, mathematics, and other subjects not susceptible to ideological interpretation. The Army Education Center at Heidelberg, Germany, for example, employs several music instructors who were formerly on the staffs of famous European universities. The teaching of such subjects as history, government, and economics, however, is a responsibility of United States personnel.

Teaching in overseas areas is not an easy task. Instructors assigned to major installations may find excellent teaching facilities available. But those on duty in remote installations often must improvise and must adapt themselves to existing facilities. It takes a healthy teacher, in top mental and physical trim, to work in the Army Education Program.

TROOP I&E NEWS LETTER

INFORMATION

National Security Poster Series

"Education," second in the Essentials of National Security poster series, recently has been distributed to the field. Others of the series scheduled for early distribution are "Health," "A Working Democracy," and "Stockpiling of Critical Materials."

Armed Forces Talk Revised

A two column format for *Armed Forces Talk* is introduced in Number 215, "Why Research and Development?" Marginal notes in the text have been replaced by an outline guide and quiz appearing at the end of the *Talk*. More and improved visual aids also are planned, as an aid to the discussion leader in his presentation. Beginning with Number 217, "Atomic Energy—What Else Besides Bombs?" an art layout will appear on the last page of each *Talk* for use as a promotional poster for the TIP hour.

EDUCATION

Officer Educational Levels

A survey of the educational levels of the officers of the new Regular Army reveals that approximately 3500 officers have had less than two years of college education. Accordingly, an intensive program soon will be initiated through Army Education Program channels, designed to raise the educational level of these officers to the equivalent of two years of college.

The responsibility for raising his educational level is placed squarely on the deficient officer. Each officer who is below the two-year college level will be advised to complete an approved curriculum of studies and then take the Cooperative General Culture Test (college sophomore level), which will be provided and scored by USAFI. The test may be taken by any deficient

Prepared by the Troop Information and Education Division, Special Staff, United States Army.

officer at his own request without completing any courses in preparation. Passing of the test in this manner also will satisfy Department of the Army requirements.

Established correspondence courses now available from civilian institutions will be utilized, along with facilities offered by the Army Education Program. Local TI&E officers will act as consultants and examiners, as may be required by the regulations established for this program. The entire program will be monitored by the Career Management Group, Personnel and Administration Division.

Kitzingen Basic Training Center

A training center for Negro troops, known as the Kitzingen Basic Training Center (KBTC), has been established in the European Command. The training center comprises two main phases: basic military training, and on-duty academic training at elementary and high school levels. The latter phase is continuous, since all units have on-duty education classes which furnish instruction up to the twelfth grade level. Further attainment, on the college level, is on off-duty time.

Steps have been taken to establish and administer a special test battery at KBTC to bring about more efficient placement of the individual soldier outside the academic phases of the training program, and later to measure the program's effectiveness.

Reasons for Enlistment

A study by the Research Branch, Troop Information and Education Division, on why men enlist in the Army discloses that one-third of the new recruits gave as their primary reason for enlisting: "The opportunity to get an education,

including a chance to learn a useful trade."

D/A AGO Form 822

Department of the Army AGO Form 822, "Army Education Program, Individual Record Card," has been released for use in the zone of interior as well as overseas. This form is for use by education officers at all Army Education Centers, as outlined in paragraph 706, USAFI Catalog, Fourth Edition.

Change in Memorandum 85-40-1

Change 1, dated 2 February 1948, to Department of the Army Memorandum 85-40-1, "Policy for Off-Duty Extension Group Study Classes of Army Education Program in ZI," becomes effective 1 July 1948. This change authorizes payment of 75 per cent of the tuition costs each semester for each course taken by military personnel at nearby accredited schools and colleges during off-duty time. The maximum amount payable for each course each semester is \$25, unless special approval is obtained from the Chief, Troop Information and Education Division. Students will pay the remaining 25 per cent of tuition costs, as well as the cost of books and any matriculation fees that may be charged.

Change in Group Study Policy

Current USAFI policy has been revised to permit requisitioning USAFI materials for group study classes consisting of a minimum of ten persons each, rather than twenty persons as formerly required. This new policy applies to requisitions for both Education Manuals and correspondence course materials approved for group study classes.

Service Schooling Prerequisites

Upon request from the Personnel and Administration Division, General Staff, the TI&E Division has recommended that successful completion of certain USAFI courses and tests be accepted in lieu of the formal schooling formerly prerequisite for attendance at various Army service schools. Courses and tests recommended cover the fields of chemistry, algebra, geometry, trigonometry, and gen-

eral mathematics, all on the high school level.

Off-Duty Education Program at Fort Belvoir

A branch of the Catholic University of America has been established at the Engineer Center, Fort Belvoir, Virginia. Military personnel of the Center may enroll in graduate or undergraduate classes leading to degrees in Engineering. Courses presently offered include: Freshman English, Surveying, Soils Mechanics, Analysis of Rigid Forms, Mathematics, German, Differential Equations, and Engineering Drawing.

In evaluating courses for academic credit, Catholic University considers instruction received at Fort Belvoir as equivalent to resident instruction at the University in Washington, D. C. Part of the funds for the establishment of this program were obtained under the provisions of War Department Memorandum 85-40-1, 7 May 1947.

RADIO REVIEW

AFRS Original Programs

The following programs in the *Fellowship* series will be issued in April:

The Reformer—The efforts of Carl Schurz, Secretary of the Interior under Lincoln, on behalf of the Navajo Indians.

Accent on Music—Theodore Thomas arouses America's interest in classical music.

Incident Near Harper's Ferry—Frederick Douglass, a man born into slavery, attempts to dissuade John Brown from attacking Harper's Ferry.

In the *Freedom* series, "They Called Him Noah" relates how a handyman demonstrated tolerance and brotherhood during a New England flood. "West of the Pecos" relates an episode in the life of Judge Roy Bean.

In the *Geopolitics* series, "The Land of the Dragon" is a geopolitical study of China.

Educational Radio Programs

This Is the Story

The Man Without a Country: Hale's novel narrated by Bing Crosby.

Created Equal: How custom and prejudice frequently nullify the civil rights guaranteed by many national constitutions.

Cornfed America—A Mexican Heritage: the use of corn as food in America.

Patent Applied For: the development of copyrighting and patenting policies in the United States.

Science Magazine of the Air

The Stream of Knowledge—the step-by-step advance of science.

The Second Enemy—the use of atabrine in the battle against malaria.

From the Bookshelf of the World

Lorna Doone—Dramatization of Blackmore's novel.

William James—a biography.

The Greatest Story Ever Told: A series of dramatic programs based on incidents and texts in the Bible: Thy Soul Shall Be Required; Lord, Make Me Clean; The Lost Coin; Call Not Any Man a Fool.

Heard at Home: During April, at least four programs will be issued, selected from the major current forum

and roundtable series (People's Platform, American Forum of the Air, America's Town Meeting of the Air, University of Chicago Roundtable, and Our Foreign Policy).

Distribution of Radio Programs

All radio series are shipped as part of the Basic Information Library, and are distributed to each AFRS outlet overseas, and in the United States to selected Army and Navy hospitals, to remain there for the use of station operators and troop information and education officers as they are needed. Selected programs also will be available in the United States as part of the Transcription Library Service.

FILM REVIEW

Armed Forces Screen Report: Issue Number 91. This 20-minute program includes "National Defense" and "Enough Rope." The first deals with the vulnerability of the United States to attack in the present age, while the second shows the techniques developed to scale mountains and rocky areas with the aid of ropes.

P I D NEWS LETTER

Mothers Day Observance

In May 1914, President Woodrow Wilson, pursuant to a joint resolution of Congress, proclaimed that the second Sunday in May each year would be set aside as Mothers Day. The presidential proclamation directed that all Government buildings display the flag of the United States, and invited all citizens to express their reverence for mothers. Taking part in this traditional observance, soldiers of the United States Army on 9 May will pay tribute to the mothers of America. Public information officers, in cooperation with Chaplains and Special Service officers, are urged to plan appropriate ceremonies to mark the occasion. PIOs at hospital installations are advised to arrange special events welcoming visiting mothers of hospitalized military personnel.

Prepared by the Public Information Division, Special Staff, United States Army.

Spotlighting World War II Divisions

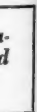
Since October 1946, public information personnel at Headquarters, Fourth Army, San Antonio, Texas, have been presenting an original weekly radio show entitled "Fourth Army Presents." This fifteen minute program may be heard each Friday at 2145 (CST) over station WOAI. The show salutes two World War II divisions each week and features music by the Fourth Army Band and interviews with members of the postwar Army.

A short feature described as "Khaki Comment" is included in each show, presenting material of general interest.

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